DOCUMENT RESUME

ED 339 956 CG 023 858

AUTHOR Diehl, Ron J.
TITLE Job Satisfaction in Correctional Officers.
PUB DATE 23 Jul 91
NOTE 150p.; M.S. Thesis, Fort Hays State University.
PUB TYPE Reports - Research/Technical (143) --
Dissertations/Theses - Masters Theses (042)

EDRS PRICE MF01/PC06 Plus Postage.
DESCRIPTORS Correctional Institutions; *Employee Attitudes; *Employer Employee Relationship; *Job Satisfaction
IDENTIFIERS *Correctional Officers

ABSTRACT

For more than a decade, correctional leaders throughout the country have attempted to come to grips with the basic issues involved in ascertaining and meeting the needs of correctional institutions. This study investigated job satisfaction in 122 correctional officers employed in both rural and urban prison locations for the State of Kansas Department of Corrections. The independent variables examined were: age, gender, salary, level of formal education, marital status, race, years employed as a correctional officer, designated rank, location of prison, relationship with co-workers, freedom from stress, and relationship with supervisors. The dependent variables were: the work itself, working conditions, freedom from stress, co-workers, supervision, top leadership, pay, benefits, job security, promotional opportunities, feedback and communications, organizational planning, and support for innovation. Four null composite hypotheses were tested employing a three-way analysis of variance. A total of 339 comparisons were made. Of these comparisons, 156 were main effects and 183 were interactions. Results included support for the following generalizations: correctional officers with 5 years or less employment and more than 10 years reported greater job satisfaction with pay than correctional officers with 6 to 10 years of employment; correctional officers from rural prison locations reported greater job satisfaction with pay and benefits; and correctional officers with high satisfaction for relationship with supervisors reported the highest job satisfaction with the work itself, for freedom from stress, and for top leadership. (Author/LLL)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED339956

JOB SATISFACTION IN CORRECTIONAL OFFICERS

being

A Thesis Presented to the Graduate Faculty
of the Fort Hays State University in
Partial Fulfillment of the Requirements for
the Degree of Master of Science

by

Ron J. Diehl
M.S., Fort Hays State University

Date 7-23-91 Approved Bill Daley
Major Professor

Approved
Chair, Graduate Council

BEST COPY AVAILABLE

CG023858

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
☑ This document has been reproduced as received from the person or organization originating it.
☐ Minor changes have been made to improve reproduction quality.
• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
Ron J. Diehl
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

Graduate Committee Approval

The Graduate Committee of Ron J. Diehl hereby approves his thesis as meeting partial fulfillment of the requirements for the Degree of Master of Science.

Approved Bill Lacy
Chair, Thesis Committee

Approved Thomas O. Lee
Committee Member

Approved James C Stansbury
Committee Member

Approved Bob L. Blackwell
Committee Member

Date 7-23-91

Acknowledgments

There were numerous individuals employed at various agencies and institutions that contributed to the completion of this thesis. I wish to express my heartfelt appreciation to these individuals for their assistance and supportive contributions.

Dr. Daley, (Fort Hays State University), who delegated many hours assisting me in completion of this thesis;

My thesis committee: Dr. Chalender, Dr. Stansbury, and Dr. Guss at Fort Hays State University;

Mr. Doug Tripp, (Professional Assessment Services), who provided the testing instrument and related literature;

Mr. Dick Koerner and Mr. Ken Shirley and staff, (Kansas Department of Corrections), who expedited my research proposal;

Mr. Todd Britton, (Administrative Officer, Ellsworth Correctional Facility), who provided valuable input and assistance;

Warden Roberts, Warden Hannigan, Warden Harrison, and Warden Bruce, for allowing me to test correctional officers in their respective prisons; and

Deputy Warden, Dave Massey, Mr. Carl Cushinberry, Captain James Sterns, and Captain Paul Sanford, (East and Central Units, Hutchinson Correctional Facility), Captain R. W. Ruppert, (Norton Correctional Facility), and Mr. Phil Swope (Lansing Correctional Facility).

Table of Contents

	Page
Introduction	1
Summary	19
Statement of the Problem	20
Importance of the Research	20
Composite Null Hypotheses	22
Definition of Variables	23
Independent Variables	23
Dependent Variables	25
Limitations	25
Method	26
Setting	26
Subjects	26
Instrumentation	27
Design	32
Data Collection	35
Research Procedures	35
Data Analysis	36
Results	36
Discussion	112
References	126

List of Tables

		Page
Table 1:	A Comparison of Mean Campbell Organizational Survey Scores of Job Satisfaction for Correctional Officers According to Age. Gender, and Salary Employing a Three-Way Analysis of Variance	39
Table 2:	A Comparison of Mean Campbell Organizational Survey Scores of Job Satisfaction for Correctional Officers According to Formal Education, Marital Status, and Race Employing a Three-Way Analysis of Variance	57
Table 3:	A Comparison of Mean Campbell Organizational Survey Scores of Job Satisfaction for Correctional Officers According to Years Employed, Designated Rank, and Location of Prison Employing a Three-Way Analysis of Variance	71
Table 4:	A Comparison of Mean Campbell Organizational Survey Scores of Job Satisfaction for Correctional Officers According to Relationship with Co-workers, Freedom from Stress, and Relationship with Supervisors Employing a Three-Way Analysis of Variance	91

List of Figures

		Page
Figure 1:	Interaction Between Gender and Salary for the Dependent Variable Pay	53
Figure 2:	Interaction Between Gender and Salary for the Dependent Variable Promotional Opportunities	55
Figure 3:	Interaction Between Years Employed and Designated Rank for the Dependent Variable for The Work Itself	86
Figure 4:	Interaction Between Years Employed and Location of Prison for the Dependent Variable The Work Itself	87
Figure 5:	Interaction Between Years Employed and Location of Prison for the Dependent Variable Benefits	89
Figure 6:	Interaction Between Relationship with Co-workers and Freedom from Stress with the Dependent Variable Pay	108
Figure 7:	Interaction Between Relationship with Co-workers and Relationship with Supervisors for the Dependent Variable Pay	109
Figure 8:	Interaction Between Freedom from Stress and Relationship with Co-workers for the Dependent Variable Benefits	111

List of Appendixes

Appendix		Page
A.	Instruction to Subjects	129
B.	Demographic Questionnaire	131
C.	Initial Letter to Department of Corrections Requesting Permission to Conduct.	134
D.	Correspondence with Research Analyst	136
E.	Access Request and Non-Disclosure Agreement	138
F.	Letter Approving Research Project	140

...00... 8

Abstract

The purpose of the researcher was to investigate job satisfaction in correctional officers. The sample consisted of 122 correctional officers employed in both rural and urban prison locations for the State of Kansas, Department of Corrections. The 12 independent variables researched were age, gender, salary, level of formal education, marital status, race, years employed as a correctional officer, designated rank, location of prison, relationship with co-workers, freedom from stress, and relationship with supervisors. The dependent variables were the scores of the 13 sub-scales from the Campbell Organizational Survey. The 13 dependent variables were The Work Itself, Working Conditions, Freedom from Stress, Co-Workers, Supervision, Top Leadership, Pay, Benefits, Job Security, Promotional Opportunities, Feedback and Communications, Organizational Planning, and Support for Innovation.

Four null composite hypotheses were tested at the .05 level employing a three-way analysis of variance. A total of 339 comparisons were made. Of the 339 comparisons, 156 were main effects and 183 were interactions. Of the 156 main effects, 19 were statistically significant at the .05 level. Of the 183 interactions, 8 were statistically significant at the .05 level.

Introduction

Job Satisfaction

"We treat job satisfaction as persons' reasonable assessments of how well they like their jobs" (Blau, Light, & Chamlin, 1986, p. 133). Jurik, Halemba, Musheno, and Boyle (1987) defined job satisfaction as the "individual's general, subjective rating of his or her job" (p. 112). Research on job satisfaction began in the 1930s (Talarico & Swanson, 1982). This extensive research has provided some logical and pertinent explanations regarding job satisfaction or dissatisfaction among workers. However, it has also provided for incongruity between objective situations and subjective assessments. What is meaningful work for one person may not be for another. Society provides the moral authority for the limitations of human need by assigning to particular social categories their appropriate needs and interests (Gruenberg, 1980). Durkheim (1951, cited by Gruenberg, 1980) stated:

> At every moment of history there is a dim perception in the moral consciousness of societies of the respective value of different social services, the relative reward due to each, and the consequent degree of comfort appropriate in the average to workers in each occupation... According to accepted ideas, for example,

> a certain way of living is considered the upper limit to which a worker may aspire in his/her efforts to improve his/her existence, and there is another limit below which he/she has seriously demeaned himself/herself... Under this pressure, each in his/her sphere realizes the extreme limit set to his/her ambitions and aspires to nothing beyond (p. 253).

Durkheim explained job satisfaction in terms of the needs associated with occupying a low status in American society. Workers were satisfied because their needs were satisfied.

Intrinsic and Extrinsic Factors

Hulin and Smith (1965) indicated that job satisfaction was not a unidimensional variable but should be considered as being made up of a number of factors or areas of satisfaction. Theorists such as Herzberg, Hachman, Lawler, and Oldham (cited by Gould, 1979) have argued that reducing routineness and increasing the opportunity for creativeness and independent decision making in jobs will result in higher work satisfaction. This concept concerns itself with the intrinsic nature of work. In this context, the emphasis has been placed upon reducing the repetitiveness or routineness in jobs and increasing the opportunity for creativity and autonomy in decision making (Gould, 1979). This could be a valid assumption in many cases. However,

Scott (1966, cited by Gould, 1969, p. 212) suggested the following theorem:

> At very low levels of complexity the job may be done almost at a subconscious level, leaving one's mind free to daydream about favorite activities or time to socialize with co-workers. As complexity increases, satisfaction may decrease since the added consciousness required may infringe upon one's daydreaming and socializing. However, the job may still be dull and routine. As a result, satisfaction declines. Then at some point satisfaction should again rise as complexity increases. This is assumed to occur since after some point the added complexity will result in challenge or a level of arousal which may become intrinsically satisfying to the individual.

Gould (1979) found evidence that job challenge early in a person's career is important to developing commitment to both the organization and the career in later years. It is important to point out that what is challenging or complex to one person may not be to another!

Extrinsic factors concerned with job content consist of salary, fringe benefits, and employment security. In this context, it is assumed that blue-collar workers do not want or need rewarding work. They become primarily motivated by extrinsic factors only and may even avoid opportunities for

intrinsically rewarding experience on the job. Blauner (1964, cited by Gruenberg, 1980) postulated that blue-collar workers engaged in "self-estranging" work: "Self-estranged workers are dissatisfied only when they have developed needs for control, initiative and meaning in work" (p. 248).

Formal Education and Job Satisfaction

Gruenberg (1980) contended that the absence of a need for self-fulfilling work was a consequence of low levels of education and unchallenging work. Blauner (1964, cited by Gruenberg, 1980, p. 248) made the following statement:

> One factor which is most important in influencing a person's aspiration in the work process is education. The more education a person has received, the greater the need for control and creativity. For those with little education, the need for sheer activity and for association are more important than control, challenge and creativity... besides education, other important factors are intelligence, personality, and occupation itself. For the most part, white-collar and professional work involves more variety, control, purpose and responsibility than blue-collar work. It is to some degree the work itself which a person secures that instills him/her with specific kinds of needs to be satisfied or frustrated in the work situation. A manual worker whose work does not involve

> such qualities, whose education has not awakened such aspirations, and whose opportunities do not include realistic alternatives will not develop the need for intrinsically satisfying work.

Can a person make the assumption that the uneducated blue-collar worker lacks any form of motivation to succeed? If this consensus is true, can they be employed in jobs that demand complexity and innovation. Gruenberg (1980) questioned the ideological thrust of such theorists as Blauner. Is it fair to assert that only the educated desire interesting, expressive, or self-fulfilling work, while leaving the uneducated in the trivial pursuit of self-actualizing work? Burris (1983) argued that the strength of any attitudinal effects of education depended upon the degree to which workers subjectively perceived themselves as overqualified for their jobs. So there exists a correlation between educational attainment and the occupational requirements of a job. Burris (1983, p. 464) stated:

> Many workers whose skills are objectively underutilized in routine occupations may fail to experience any dissonance in this situation, while other workers, who by any objective criteria have relatively challenging and rewarding jobs, may nevertheless feel underemployed in relation to their personal expectations and aspirations.

It is a known fact that employers select people for hiring and promotions based on their educational credentials. This selection process is not based on the technical skills they represent, but as a means for designating those who have been socialized into the dominant status culture. Glenn and Weaver (1982) asserted that "a principal motivator for attaining has presumably been to be able to do satisfying work" (p. 46). If education signifies such a dominant factor in American culture, as asserted by theorist such as Quinn and Mandilovitch; Gordon and Avery; Gurin, Veroff and Feld; Hoppoch; Sheppard and Herrick; and Vollmer and Kinney (cited by Glenn et al., 1982) why have they failed to find a consistent positive relationship between education and job satisfaction? Wright and Hamilton (1979, cited by Glenn et al., 1982) compared white male blue-collar workers with different amounts of education and found that college educated persons were just as satisfied with their work, on the average, as were those with less education.

Prison Correctional Officers

According to the 1990 edition of the Chronicle Guidance publication the work performed by correctional officers varies, from guard towers, front gates, cell blocks, prison workshops, prison yards, outside prison details, visiting rooms, cafeterias, gymnasiums, wall or fence security, and control centers. The work consists of conditions that may

create tension and high stress. The correctional officer must monitor and enforce the rules of the prison while maintaining the safety, health, and protection of inmates, officers, and other workers. Under these conditions, the officers must be aware of his/her surroundings as inmates test daily their vulnerability, patience, and fortitude. Correctional officers must contend with these surroundings and cope with inmates whose behaviors can elicit unpredictable reactions.

The correctional officer is often considered to be the lowest level worker in a prison environment and therefore subject to routine and stressful working conditions. There has been far more studies concerned with the effects of prisons on inmates than on correctional officers. Currently the prison system is facing problems of inmate overcrowding and thus increasing the potential for tensions between the inmates and prison staff. In an article concerning this very issue of Kansas's changing prison system in The Wichita Eagle by Hurst Laviana (1990) the following statistic was stated: "Kansas taxpayers are spending $380,000 a day to support a patchwork prison system that faces a July 1, 1991, deadline to eliminate inmate overcrowding" (p. 1J). Nevertheless, in order to minimize this tension due to inmate overcrowding, the correctional officers must utilize discretion and flexibility. The

system sets requirements of professionalization and innovation. In this context, is the correctional officer a professional or glorified blue-collar worker? Should levels of job satisfaction obtained by correctional officers be the primary concern or intermediary components such as budgetary constraints and the prevailing attitude of the general public (Blau et al., 1986).

In 1973 the National Advisory Commission on Criminal Justice Standards and Goals noted this tendency: "Large custodial staffs walk the cell blocks, sit in gun towers, and search inmates. Their jobs are routine and boring, frequently resulting in cynicism about the entire system in their care" (p. 483).

Toch and Klofas (1980) observed that "officers are presumed stressed by "role conflict," were assumed to subserve "custodial goals" in rehabilitative contexts or to belong to a reactionary "subculture" (p. 35). Correctional officers in order to meet the demands and needs of the prison population, their supervisors, co-workers, and the general public can move from low alienation to high alienation, and from high desire for job enrichment to none (Toch et al., 1980).

In 1967 the Task Force on Corrections sponsored by the President's Commission on Law Enforcement and Administration

of Justice made this assessment concerning correctional officers:

> They may be the most influential persons in institutions simply by virtue of their numbers and their daily intimate contact with offenders. It is a mistake to define them as persons responsible only for control and maintenance. They can, by their attitude and understanding, reinforce or destroy the effectiveness of almost any correctional program. They can act as effective intermediaries or become insurmountable barriers between the inmates' world and the institution's administrative and treatment personnel (p. 96).

Studies conducted by Farmer, Grusky, Jacobs, and Grear, (cited by Poole & Regoli, 1980) appeared to indicate that correctional officers were "relegated to an inferior position in the prison organization by the professional staff, they were also subjected to the disdain and contempt of inmates who openly defy their authority" (p. 58). This debasing nature of the institutional work environment has resulted in cynicism, role conflict, and work alienation. In order to combat these negative factors concerning the correctional environment, theorists such as Craddick, Frank, Piliavin, Vadum, and Wilkerson, (cited by Poole, et al., 1980) asserted that by emphasizing higher standards of

education, selection, training, and institutional performance the correctional officer is viewed as a specialist whose job demands as much expertise and skill as that of the professional treatment staff. Research conducted by Poole et al., (1980) appeared to support the contention that commitment to a professional ideology lowers cynicism, role conflict, and work alienation among correctional officers. The one factor that emerged as the deciding factor on all three variables was a sense of calling to the field. However, Jurik et al. (1987) found evidence to refute this summation. Highly educated officers do tend to be more human service oriented, but there was no evidence where one could conclude that taking the job primarily because of an interest in human service (sense of calling to the field) automatically resulted in high levels of job satisfaction.

Age. Toch et al. (1980), through extensive research, found evidence that correctional officers tended to mellow with age and became more human service oriented. On the other hand, young officers were custodial oriented. The same results occurred, although it was less dramatic, with seniority. There was also evidence to support the fact that officers nearing middle age and beyond had average concern about job enrichment. Job enrichment centers around the intrinsic factors that most theorists were concerned with

such as learning opportunities, development, feelings of accomplishment, a sense of responsibility, and self-esteem. Young officers below the age of 25 appeared to have little sense of desire for job enrichment. This consensus appeared to dispute the earlier comment by Gould (1979) that job challenge in earlier stages of a career developed both commitment and dedication to the organization and personal objectives. This particular discrepancy may be attributed to a phenomenon known as career staging. This concept is based upon the work of Super, Crites, Hummel, Moser, Overstreet, and Warnath (1957, cited in Gould, 1979) who suggested that there were five vocational stages that one progresses through in a lifetime. These are: (1) growth, (2) exploration, (3) establishment, (4) maintenance, and (5) decline. This view was consistent with Havighurst (1950, cited by Gould, 1979) who wrote, "The 20's are a period of exploration, the 30's are a time of digging-in characterized by a high dedication to work, and the 40's are a time of re-evaluation of past commitments and the setting of new directions" (p. 210).

Freedom from stress. Stress can be considered an emotional state that depends on interpersonal relations and situational factors. It consists of the daily tensions and anxiety that one experiences. The contention that correctional work was stressful has already been theorized.

Cheek and Miller (1982, cited by Blau et al., 1986) pointed out that stress in correctional officers originates from low self-esteem, role ambiguity, and administrative aspects of the job. However, Blau et al. (1986) asserted that it was more than individual attributes that contributed to stressful working conditions. They questioned the differences that existed among prisons and their own general environment. How do the inmates view the correctional officers and the administration at the facility? Should the correctional officers utilize punishment and coercion to keep the inmates in line; or be more concerned with custodial versus human service orientation? Sykes (1958, cited by Blau et al., 1986) contended that the institutional environment was so prevalent that it affected both the inmates and correctional officers in a similar manner. This consensus could very well be valid since correctional officers and inmates come from the same culture and often share common values. It can be argued that if a bad environment exists for the inmates, the same will hold true for the personnel working in that particular environment.

Marital status. Blau et al. (1986) found that married individuals reported more anxiety than their single, divorced, or widowed counterparts. In informal interviews with guards, most noted that the routine and pace of prison life so differentiates from the "outside" that family

members would never understand. Minor and Karasek (1980, 1982, cited by Blau et al., 1986) made the assumption that marriage increased job satisfaction by providing close emotional social ties which served as a buffer for stressful life events. The disparity between Blau et al., and Minor and Karasek may be attributed to the nature of correctional work. Evidence from research supported the fact that the divorce rate among correctional officers remains significantly high. Blau et al., (1986) made this following statement in regards to marital status and the prison environment: "Prisons are different from other work settings in that they are total institutions; they are separate from the community, and the boundaries between prison and home are complete" (p. 138).

Location of prison--(rural vs. urban). Toch and Grant (1982, cited in Blau et al., 1986) noted "Empirical evidence that the location of the prison affects job satisfaction" (p. 141). They asserted that facilities located in urban areas were staffed by officers with higher levels of discontent than those located in rural areas. It appeared that urban workers were more sophisticated than rural workers; therefore, they were more cynical of the goals of the system and the rationale of their superiors and bureaucratic procedures (Blau et al., 1986). Toch and Klofas (1980) verified this consensus in their research

utilizing correctional officers from a metro-access prison, mid-city prison, and a rural prison. "Metro-access correctional officers reported that 'officers are really treated worse than inmates' and 'supervisors care more about the inmates than about the C.O.'s'" (Toch et al., 1980, p. 40). In contrast, rural officers contended that they were treated fairly by their supervisors, whether they came from the administration or the rank and file. As a group, the more urbanized the officers, the higher their levels of discontent, a trend that replicated the results of surveys of blue-collar workers in industry. It appeared that these urbanized workers tended to be custody-oriented while their counterparts in rural prisons were more concerned with job enrichment and inmate orientations. Toch et al. (1980) made this final conclusion based on their research: "It is clear that the majority of city-based officers, who were also minority officers, felt circumscribed, poorly supervised, unappreciated, arbitrarily managed and haphazardly informed, while white farm based officers were relatively accepting of organizational constraints, and therefore nonalienated" (p. 43).

Race. Race takes on a special meaning in the prison environment due to the particular correctional officer versus inmate ratio. The majority of correctional officers (especially in rural areas) are white, while the majority of

the inmate population remains non-white. Higher levels of tension were reported by white officers. Blau et al. (1986) contended that black and hispanic personnel felt less tension because they feel more secure in a system where the majority of inmates were minorities. Jacobs and Kraft (1978, cited by Toch et al., 1980) made the suggestions that black guards showed no greater concern, respect, or sensitivity towards minority inmates. Evidence supported the fact that minority correctional officers did not align themselves with the minority inmates against the administration. There was no evidence from research conducted by Toch et al. (1980) that recruitment of minority correctional officers increased morale or job satisfaction levels among the prison staff.

According to Fullerton (1980), the projected labor force for the years 1995 and beyond will see an increase in women and minorities. The overall labor force is projected to reach 128 million. Already people born during the Great Depression face retirement or entering Super's et al. (1957, cited by Gould, 1969) declining career stage. Analyses have centered on the relative size of the youth labor force (which will diminish) and the likely impact this will have on the available labor force. If the projected labor force statistic continues unabated, the prime age workers will consist of approximately 47 percent women and 14 to 15

consist of approxima ɔly 47 percent women and 14 to 15 percent black and other racial minorities.

Gender. In the general population, women tended to have higher scores on stress and reported more psychophysiological symptoms than men (Blau et al., 1986). There is growing evidence to suggest that the greater symptomatology among women is social in origin. In other words, the social roles which women occupy appeared to be conducive to the development of minor psychiatric morbidity (D'Arcy, Syrotuik, & Siddique, 1984). For the majority of the working population, an important source of stress derives from occupational situations. House (1980, cited by D'Arcy et al., 1984, p. 605) made the following observation, "Stress on the job, assessed in terms of perceptions of job characteristics, has been linked to psychological symptom reporting in studies of male employees." If this observation is true, then it would make sense to surmise the same negative working conditions experienced by women may contribute to higher distress levels. In a preliminary analysis conducted by D'Arcy et al. (1984) they indicated that women compared to men reported lower levels of autonomy, opportunity, and pressure. However, when job attribute perceptions were held constant, the job satisfaction level of women was significantly higher than for men and levels of psychological distress were similar.

There were indications congruent with similar studies in which men placed greater emphasis upon job autonomy and opportunity. A proposition put forth by Murray and Atkinson (cited by D'Arcy et al., 1984) contended that male/female work related evaluations were converging.

Tenure. Research conducted by Talarico and Swanson (1982) indicated that years employed in law enforcement work (tenure) correlated positively with job satisfaction. Toch et al. (1980) verified this same conjecture in their research conducted on alienation and desire for job enrichment among correctional officers. Officers who were employed in corrections for many years reported less alienation. Hulin and Smith (1965) in their research appeared to find evidence that contradicted findings from research conducted by Talarico, Swanson, and Toch et al. They found that workers adjusted their expectations to whatever the particular environment consisted of at that time.

Relationship with co-workers. Jurik et al. (1987) found evidence to substantiate that positive attitudes towards co-workers created increased levels of job satisfaction. According to Toch et al. (1980) concerning relationships of correctional officers with their co-workers, they found:

> Corrections officers talk freely of "negative peer pressure," but the data suggests that "peers" exerting such "pressure" are few and wildly unrepresentative, and that their free talking is based on the intensity of their feelings, and that they are cheered on by a delusion of peer consensus (p. 44).

It remains imperative that correctional officers realize the importance of a cooperative team effort and cooperation, instead of personal gains and competition. In order to alleviate problems of stress and tension in such a diversified environment that exists in prisons, particular attention must be regulated to attitudinal construct and perceptions of the organizational environment that exists with co-workers.

Relationship with supervisors. Cressey (1960, cited by Blau et al., 1986) asserted that the correctional officers often find themselves in a "double bind." They were expected to comply with bureaucratic directives and yet maintain enough latitude and judgement in dealing with inmates. In this manner, the correctional officer is both a manager and a worker who remains subject to standardized directives and procedures. Cheek and Miller (1982, cited in Blau et al., 1986) contended that correctional officers who were overcontrolled by bureaucratic directives reacted by being extremely authoritarian with the inmates in their

charge. The contention arises that if supervisors and administrative personnel do not support this authoritarian stance, then the correctional officer may experience levels of tension, strain, and frustration (Poole et al., 1980). If this happens, then the institution may risk the demoralization of the custodial staff. Lombardo (1981, cited by Blau et al., 1986) interviewed correctional officers and found the biggest problem that they experienced was conflict with the administration. This conflict was due to a constant changing of directives from the central office.

Summary

Main emphases in studies of job satisfaction include occupational and organizational features that affect the quality of working life. In this manner, consideration of individual characteristics (controlled and uncontrolled) will affect the perception workers have of their working environment. Intrinsic and extrinsic factors contribute essential considerations when one is conducting research on job satisfaction. Other factors such as age, gender, marital status, race, levels of formal education, location of prison, freedom from stress, and relationships with co-workers/superiors contributes to worker satisfaction/ dissatisfaction among correctional officers in a prison environment.

Statement of the Problem

The purpose of the researcher was to investigate job satisfaction in correctional officers.

Importance of the Research

For more than a decade, correctional leaders throughout the country have attempted to come to grips with the basic issues involved in ascertaining and meeting the needs of correctional institutions. One of these issues concerns the correctional officers' contributions to the overall operational effectiveness of prisons. The prison system confronts a court ordered mandate to decrease inmate overcrowding in prisons while consistently concerned with budget constraints and increasing public outrage at crime intervention procedures that appear inadequate. Consideration of job satisfaction attributes of the front line staff (correctional officers) could promulgate insight into the existing status of the overall correctional system. Job satisfaction questions accompanied by their attendant variables measure the degree to which workers have adapted, or failed to adapt, to the institution and the environment. Workers expressed satisfaction because their needs have been satisfied. Whether these needs are intrinsic or extrinsic in nature, they provide a viable guideline for management to deploy or alleviate worker dissatisfaction.

Information compiled from this research could assist correctional personnel in recruiting, evaluation, and inservice training of the individual (correctional officers), or the institution as an entity within the Department of Correction.

Results from the present study will provide information pertaining to the following questions:

1. Is there an association between designated rank as a correctional officer and job satisfaction?

2. Is there an association between age and job satisfaction?

3. Is there an association between gender and job satisfaction?

4. Is there an association between marital status and job satisfaction?

5. Is there an association between race and job satisfaction?

6. Is there an association between formal education and job satisfaction?

7. Is there an association between years employed as a correctional officer and job satisfaction?

8. Is there an association between salary and job satisfaction?

9. Is there an association between location of prison, (urban vs. rural), and job satisfaction?

10. Is there an association between freedom from stress and job satisfaction?

11. Is there an association between relationships with co-workers and job satisfaction?

12. Is there an association between relationships with supervisors and job satisfaction?

Composite Null Hypotheses

All hypotheses were tested at the .05 level of significance.

1. The difference among the mean Campbell Organizational Survey scores for correctional officers according to age, gender, and salary will not be statistically significant.

2. The differences among the mean Campbell Organizational Survey scores for correctional officers according to formal education, marital status, and race will not be statistically significant.

3. The differences among the mean Campbell Organizational Survey scores for correctional officers according to years employed as a correctional officer, designated rank, and location of prison will not be statistically significant.

4. The differences among the mean Campbell Organizational Survey scores for correctional officers according to relationship of co-workers, freedom from stress,

and relationships with supervisors will not be statistically significant.

Definition of Variables

Independent Variables

The first 8 cited independent variables came from a demographic questionnaire, and the remaining 3 came from the Campbell Organizational Survey.

1. Designated rank--4 levels.
   level one--corporal,
   level two--sergeant,
   level three--staff sergeant, and
   level four--lieutenant or captain.
2. Age--4 levels:
   level one--18-25 years,
   level two--26-35 years,
   level three--36-45 years, and
   level four--46 years and older.
3. Gender--2 levels:
   level one--male, and
   level two--female.
4. Marital Status--3 levels:
   level one--single
   level two--married, and
   level three--divorced or separated.

5. Race--2 levels:

   level one--caucasian, and

   level two--other.

6. Level of Formal Education--5 levels:

   level one--G.E.D. or high school,

   level two--vocational school,

   level three--associate degree,

   level four--college graduate (4 years), and

   level five--some college.

7. Years employed as a correctional officer--3 levels:

   level one--5 years or less,

   level two--6-10 years, and

   level three--more than 10 years.

8. Salary--5 levels:

   level one--$15,000 - $17,999,

   level two--$18,000 - $20,999,

   level three--$21,000 - $23,999,

   level four--$24,000 - $26,999, and

   level five--$27,000 - $39,999.

9. Location of Prison--2 levels:

   level one--rural, and

   level two--urban.

10. Freedom from stress--(three levels):
    level one--low,
    level two--medium, and
    level three--high.
11. Relationship with co-workers--(three levels):
    level one--low,
    level two--medium, and
    level three-high.
12. Relationship with supervisors--(three levels):
    level one--low,
    level two--medium, and
    level three--high.

Dependent Variables

Scores from the following sub-scales of Campbell's Organizational Survey were employed as dependent variables (1) The Work Itself, (2) Working Conditions, (3) Freedom from Stress, (4) Co-Workers, (5) Supervision, (6) Top Leadership, (7) Pay, (8) Benefits, (9) Job Security, (10) Promotional Opportunities, (11) Feedback/Communications, (12) Organizational Planning, and (13) Support for Innovation.

Limitations

The following might have affected the outcome of the present study:

1. the sample consisted of correctional officers employed by the Department of Correction, State of Kansas;

2. self reporting instruments were used for collecting data; and

3. the sample was not randomly selected.

Method

Setting

Four of the 18 state facilities located in the following cities were chosen to be representative of the population. The four chosen facilities were the following:

1. Lansing Correctional Facility, Lansing, Kansas;
2. Hutchinson Correctional Facility, Central and East units, Hutchinson, Kansas;
3. Ellsworth Correctional Facility, Ellsworth, Kansas; and
4. Norton Correctional Facility, Norton, Kansas.

The four correctional facilities were chosen because of location (urban vs. rural), and composite classification according to inmate populations (minimum, medium, and maximum) security.

Subjects

Correctional officers employed by the Department of Correction, State of Kansas, were chosen as the survey population for this study. A convenience sample was employed. The researcher made appropriate arrangements

with designated officials at each facility in order to conduct the required research. Correctional officers who were present at an early morning roll-call at the Hutchinson, Ellsworth, and Norton facilities and were willing to participate in the research were subjects. The researcher mailed the appropriate research material to the Lansing Correctional Facility due to travel considerations (distance) and time constraints. The officers who participated were asked to complete the appropriate research material prior to roll-call, during a designated training class (Lansing), or mail the completed instruments to the researcher. This sampling procedure was affected by time constraints, as over-time pay was a mitigating factor in the initial visit to the Hutchinson, Ellsworth, and Norton facilities. A total of 122 correctional officers completed usable instruments. The sample consisted of 23 women and 99 men.

Instrumentation

Two instruments were used to collect information. The instruments were a demographic questionnaire, and the Campbell Organizational Survey developed by David Campbell, Ph.D.

Demographic questionnaire. The demographic questionnaire was developed by the researcher. It contained eight items. They addressed the following: designated

rank, age, gender, marital status, race, level of formal education, years employed as a correctional officer, and salary.

Campbell Organizational Survey. Campbell's (1988) Organizational Survey is a component of the Campbell Work Orientation and consists of 44 questions pertaining to job satisfaction. Estimated time to complete the survey was 10 to 15 minutes. Subjects checked one of six weighted possible responses. The satisfied end of the scale was indicated by Strongly Agree, Agree, and Slightly Agree, while the dissatisfied end ranged from Strongly Disagree, Disagree, and Slightly Disagree. The 44 questions were divided into 13 sub-scales with intentions of collecting information about individual feelings of satisfaction or frustration with various aspects of their working environment. These 13 sub-scales included the following scales: (1) The Work Itself, (2) Working Conditions, (3) Freedom from Stress, (4) Relationship with Co-Workers, (5) Relationship with Supervisors, (6) attitudes towards Top Leadership, (7) amount of Pay, (8) Benefits, (9) Job Security, (10) Promotional Opportunities, (11) Feedback and Communications, (12) Organizational Planning, and (13) Support for Innovation (Campbell, 1990).

The instrument was designed to permit norm comparisons of standard scores between different individuals. The

norming group was derived from a composite of 39 samples. The samples utilized as the norming groups tended to concentrate more on white-collar professional employees. This obvious bias created an overall mean slightly higher than 50 for each sample. In this context, the results provided a focus on those aspects of work, even for blue-collar workers, that provide worker satisfaction and pinpoint sources of possible frustration (Campbell, 1990).

Through trial and error, scale modifications, and preliminary experiments utilizing item intercorrelations, the Campbell Organizational Survey was developed into the present 13 sub-scale format. The survey was designed so the items in each scale met two criteria. One was based on statistics while the other was based on common sense. High item intercorrelations with other items was anticipated with r's ranging from the .30's and .40's. The common sense criteria was utilized for certain items even though low intercorrelations existed. These common sense questions were used because there content related to comments made by many employees in preliminary studies regarding workers and job satisfaction in various organizations (Campbell, 1990).

Validity of the Campbell Organizational Survey

The Campbell Organizational Survey Manual gives supporting evidence for content, face, construct, and predictive validity. Content validity was substantiated by

questions directly related to the particular topics on the 13 individual sub-scales. Each scale consisted of clusters of one, two, three, four, or five items that pertained to the specified domain. Some questions included negative weights. The survey dealt with face validity by asking questions that pertained only to worker satisfaction and possible frustrations (Campbell, 1990).

Construct validity refers to psychological meaning that one attaches to test scores. In this case, the norming sample utilized to provide this psychological component was derived from one of the 39 samples which consisted of 381 military officers of different ranks. This particular sample would be deemed appropriate for this research topic since it encompasses a militaristic environment with designated rank, unity of command, and chain of command. The norming group throughout the 13 sub-scales obtained mean standard scores in the upper 40's to the upper 60's range. Construct validity was also addressed by means of scale by scale instead of sample by sample. Each scale indicated a mean scale score for each individual sample. The norming sample of 381 military officers again was utilized with mean scale scores ranging from the upper 40's to the upper 60's. It seems apparent that the higher the designated rank, the greater the satisfaction according to these particular individual mean scores (Campbell, 1990).

Campbell developed the Campbell Organizational Survey in 1988, so long term longitudinal data are limited regarding predictive validity. However, high scores on some of the 13 sub-scales can provide evidence of the particular organization and how it adjusted to the existing environment. Excessive low scores could provide a valid estimate of the difficulties existing in the organization and how employees responded to those issues. Predictive validity has been established by the Campbell Organizational Survey (Campbell, 1990).

Reliability of the Campbell Organizational survey

Three methods were utilized to establish reliability of the Campbell Organizational Survey. These were: (1) Internal Consistency, (2) Test-Retest, and (3) Repeated Measures. The Internal Consistency sample used to obtain product moment reliability coefficients of .30 and above consisted of 886 respondents. The only exception appeared to originate from the Freedom from Stress scale where item intercorrelations were fairly low. The decision was made by Campbell to retain these items due to content rather than high item intercorrelations (Campbell, 1990).

Test-retest reliability was established by testing and retesting a sample of 73 human resources personnel over a six-week period. The test-retest product moment correlation for the 13 sub-scales was .83, while the overall

satisfaction index was .90. The overall satisfaction index test-retest mean was 53 which correlates along the same range as the general population mean of 50. The overall satisfaction index standard deviations for the test-retest were 11.4 and 11.7. This was slightly higher than the population average standard deviation of 10. This could be attributed to the fact that the samples were derived from various employment settings (Campbell, 1990).

Repeated measures reliability involves conducting research by repeated measures to determine if the data obtained from the sample portrayed an adequate reflection of the designated organization. In order to establish reliability concerning the Campbell Organizational Survey, 15 top leadership executives from a publishing company were tested three times in a one-week period. The three profiles provided evidence that homogeneous samples regardless of sample size can adequately represent the environment prevalent in the overall organization (Campbell, 1990).

Design

A status survey factorial design with pre-determined and post hoc groupings was employed. The independent variables were: (1) designated rank, (2) age, (3) gender, (4) marital status, (5) race, (6) level of formal education, (7) years employed as a correctional officer, (8) salary, (9) location of prison, (10) freedom from stress, (11)

relationship with co-workers, and (12) relationship with supervisors. The dependent variables were: (1) The Work Itself, (2) Working Conditions, (3) Freedom from Stress, (4) Co-Workers, (5) Supervision, (6) Top Leadership, (7) Pay, (8) Benefits, (9) Job Security, (10) Promotional Opportunities, (11) Feedback and Communications, (12) Organizational Planning, and (13) Support for Innovation as designated by scores obtained on sub-scales of Campbell's Organizational Survey.

The following designs were employed with the composite null hypotheses:

1. Composite null hypothesis number 1, a 4 x 2 x 5 factorial design;
2. Composite null hypothesis number 2, a 5 x 3 x 2 factorial design;
3. Composite null hypothesis number 3, a 3 x 4 x 2 factorial design; and
4. Composite null hypothesis number 4, a 3 x 3 x 3 factorial design.

McMillan and Schumacher (1989) addressed 10 threats to internal validity. These 10 threats to internal validity and how the researcher dealt with them were cited below:

1. history--did not pertain to the present study because it was status survey;

2. selection--all subjects who were present and willing to participate were included;

3. statistical regression--did not pertain because the present study did not include extreme cases;

4. testing--did not pertain to the present study because it was status survey;

5. instrumentation--did not pertain to the present study because it was status survey;

6. mortality--did not pertain because the present study was status survey;

7. maturation--did not pertain because the present study was status survey;

8. diffusion of treatment--did not pertain to the present study because there was no treatment administered;

9. experimental bias--the data were collected using standard procedures and no treatment was administered; and

10. statistical conclusion--two mathematical assumptions were violated, random sampling and equal numbers in cells (general linear model was employed to correct for lack of equal numbers in cells), and generalizations were not projected beyond the statistical procedures employed.

McMillan and Schumacher (1989) also cited two threats to external validity. The researcher dealt with the two threats to external validity in the following manner:

1. population--the sample was not random, therefore results of the present study should be generalized to groups similar to those studied; and

2. ecological--the data were collected according to standard procedures and no treatment was administered.

Data Collection

Permission to survey correctional officers in the four correctional facilities was obtained through the Kansas Department of Correction, Division of Management Services, Information and Research Officer. The researcher agreed to all conditions set forth by the Internal Management Policy and Procedure (IMPP) manual (Sections 06-101 and 06-102). A copy of the completed thesis was provided to the Central Office, Department of Correction, State of Kansas, to be utilized at their particular discretion.

At the four locations the researcher asked each correctional officer to complete a demographic questionnaire, and the Campbell Organizational Survey. Instructions were given by the researcher (see Appendix A). The researcher prepared the questionnaires and appropriate research data for mainframe computer analysis.

Research Procedures

The researcher utilized the following resources in conducting research procedures:

1. computerized search using the ERIC and PSYCLIT databases at Forsyth Library, Fort Hays State University;

2. inter-library loans and review of literature pertaining to job satisfaction among correctional officers and blue-collar workers at Forsyth Library, Fort Hays State University;

3. acquisition and permission to utilize the Campbell Organizational Survey;

4. research proposal was defended by the researcher after development before a thesis committee;

5. data collected and analyzed by the Fort Hays State University Computing Center; and

6. the final copy compiled and defended before a research committee.

Data Analysis

The following were compiled:

1. appropriate descriptive statistics;
2. three-way analysis of variance (General linear model);
3. Bonferroni (Dunn) *t*-test for means; and
4. Duncan multiple range test for means.

Results

The purpose of the researcher was to investigate job satisfaction in correctional officers. The independent variables investigated were age, gender, salary, level of

formal education, marital status, race, years employed as a correctional officer, designated rank, location of prison, relationship with co-workers, freedom from stress, and relationship with supervisors. The dependent variables were The Work Itself, Working Conditions, Freedom from Stress, Co-Workers, Supervision, Top Leadership, Pay, Benefits, Job Security, Promotional Opportunities, Feedback/Communications, Organizational Planning, and Support for Innovation. The sample consisted of 122 correctional officers. Four composite null hypotheses were tested at the .05 level of significance; composite null hypothesis number 1, a 4 x 2 x 5 factorial design, composite null hypothesis number 2, a 5 x 3 x 2 factorial design, composite null hypothesis number 3, a 3 x 4 x 2 factorial design, and composite null hypothesis number 4, a 3 x 3 x 3 factorial design. The results section was organized according to composite null hypotheses for ease of reference. Information pertaining to each composite null hypothesis was presented in a common format for ease of comparison.

It was hypothesized in composite null hypothesis number 1 that the differences among the mean Campbell Organizational Survey scores for correctional officers according to age, gender, and salary would not be statistically significant. Information pertaining to

composite null hypothesis number 1 was presented in Table 1. The following was cited in Table 1: variables, sample sizes, means, standard deviations, F values, and p levels.

Table 1

A Comparison of Mean Campbell Organizational Survey Scores of Job Satisfaction for Correctional Officers According to Age, Gender, and Salary Employing a Three-Way Analysis of Variance

Variable	n	M	S	F value	p value
		The Work Itself			
Age (A)					
18-25 years	11	20.7	2.37		
26-35 years	47	21.7	4.31		
				2.28	.0848
36-45 years	35	24.8	2.69		
46 and older	29	22.9	3.26		
Gender (B)					
Male	99	23.0	3.73		
				0.35	.5555
Female	23	21.8	3.71		
Salary (C)					
$15,000-$17,999	16	22.3	2.57		
$18,000-$20,999	50	22.1	3.42		
$21,000-$23,999	29	23.3	3.69	0.84	.5045
$24,000-$26,999	13	22.3	5.09		
$27,000-$39,999	14	25.4	3.92		
		Interactions			
		A x B		0.26	.8551
		A x C		0.80	.6364
		B x C		0.16	.9591
		A x B x C		2.09	.1067

(continued)

Table 1 (continued)

Variable	n	M	S	F value	p value
	Working Conditions				
Age (A)					
18-25 years	11	10.9	2.70		
26-35 years	47	10.7	3.50	0.47	.7043
36-45 years	35	11.5	3.22		
46 and older	29	12.4	2.76		
Gender (B)					
Male	99	11.3	3.46	0.16	.6942
Female	23	11.5	2.02		
Salary (C)					
$15,000-$17,999	16	10.8	2.90		
$18,000-$20,999	50	11.2	3.39		
$21,000-$23,999	29	11.6	3.47	0.20	.9387
$24,000-$26,999	13	11.0	3.03		
$27,000-$39,999	14	12.3	2.81		
	Interactions				
A x B				0.85	.4698
A x C				0.24	.9937
B x C				0.52	.7218
A x B x C				0.61	.6599

(continued)

Table 1 (continued)

Variable	n	M	S	F value	p value
	Freedom from Stress				
Age (A)					
18-25 years	11	8.7	2.53		
26-35 years	46	9.1	2.91	0.53	.6597
36-45 years	35	10.1	2.34		
46 and older	29	9.4	2.54		
Gender (B)					
Male	99	9.5	2.68	0.13	.7208
Female	22	9.3	2.49		
Salary (C)					
$15,000-$17,999	15	8.9	2.49		
$18,000-$20,999	51	9.2	2.31		
$21,000-$23,999	28	10.0	3.24	0.52	.7225
$24,000-$26,999	13	9.1	1.99		
$27,000-$39,999	14	10.0	3.21		
	Interactions				
A x B				0.61	.6088
A x C				0.94	.5049
B x C				0.33	.8599
A x B x C				0.86	.4664

(continued)

Table 1 (continued)

Variable	n	M	S	F value	p value
		Co-Workers			
Age (A)					
18-25 years	11	11.5	1.92		
26-35 years	46	9.9	2.92	0.56	.6408
36-45 years	35	11.1	2.69		
46 and older	29	11.7	2.26		
Gender (B)					
Male	98	10.9	2.71	0.86	.3558
Female	23	10.3	2.68		
Salary (C)					
$15,000-$17,999	16	11.9	2.86		
$18,000-$20,999	50	10.7	2.59		
$21,000-$23,999	28	10.6	3.21	0.30	.8781
$24,000-$26,999	13	10.6	2.47		
$27,000-$39,999	14	10.5	1.99		
		Interactions			
		A x B		0.45	.7152
		A x C		0.64	.7901
		B x C		0.62	.6515
		A x B x C		1.36	.2597

(continued)

Table 1 (continued)

Variable	n	M	S	F value	p value
		Supervision			
Age (A)					
18-25 years	11	28.8	4.90		
26-35 years	47	26.5	7.57	0.53	.6597
36-45 years	35	30.5	6.41		
46 and older	29	30.8	7.22		
Gender (B)					
Male	99	29.1	7.33	0.01	.9062
Female	23	28.1	6.45		
Salary (C)					
$15,000-$17,999	16	29.5	6.99		
$18,000-$20,999	51	28.5	6.36		
$21,000-$23,999	28	29.5	6.98	0.05	.9961
$24,000-$26,999	13	22.1	9.15		
$27,000-$39,999	14	30.1	8.93		
		Interactions			
		A x B		0.11	.9526
		A x C		1.01	.4433
		B x C		0.62	.6462
		A x B x C		0.68	.5678

(continued)

Table 1 (continued)

Variable	n	M	S	F value	p value
		Top Leadership			
Age (A)					
18-25 years	11	14.7	2.41		
26-35 years	47	13.5	4.26	0.69	.5614
36-45 years	35	14.8	3.92		
46 and older	29	14.5	5.21		
Gender (B)					
Male	99	14.0	4.40	0.32	.5734
Female	23	15.3	3.64		
Salary (C)					
$15,000-$17,999	16	14.9	3.87		
$18,000-$20,999	51	13.9	4.01		
$21,000-$23,999	28	14.3	3.93	0.27	.8964
$24,000-$26,999	13	13.6	4.56		
$27,000-$39,999	14	14.7	6.23		
		Interactions			
		A x B		0.20	.8956
		A x C		1.17	.3194
		B x C		1.04	.3894
		A x B x C		1.46	.2312

(continued)

Table 1 (continued)

Variable	n	M	S	F value	p value
		Pay			
Age (A)					
18-25 years	11	8.4	2.54		
26-35 years	47	8.4	2.81	1.74	.1641
36-45 years	35	9.3	2.93		
46 and older	29	9.3	2.98		
Gender (B)					
Male	99	8.7	2.76	2.93	.0904
Female	23	9.8	3.20		
Salary (C)					
$15,000-$17,999	16	9.1	3.23		
$18,000-$20,999	51	8.9	2.67		
$21,000-$23,999	28	8.7	2.97	0.58	.6810
$24,000-$26,999	13	8.9	3.33		
$27,000-$39,999	14	8.8	2.86		
		Interactions			
		A x B		0.42	.7387
		A x C		0.93	.5117
		B x C		2.58	.0422
		A x B x C		2.26	.0864

(continued)

Table 1 (continued)

Variable	n	M	S	F value	p value
		Benefits			
Age (A)					
18-25 years	11	4.0	1.51		
26-35 years	47	3.9	1.57		
36-45 years	35	4.3	1.24	0.29	.8292
46 and older	29	4.1	1.53		
Gender (B)					
Male	99	4.1	1.47		
Female	23	4.0	1.46	0.23	.6325
Salary (C)					
$15,000-$17,999	16	4.4	1.20		
$18,000-$20,999	51	4.0	1.51		
$21,000-$23,999	28	4.2	1.40	0.22	.9261
$24,000-$26,999	13	3.8	1.63		
$27,000-$39,999	14	3.9	1.64		
		Interactions			
		A x B		0.78	.5060
		A x C		0.74	.6932
		B x C		1.54	.1962
		A x B x C		3.06	.0320

(continued)

Table 1 (continued)

Variable	n	M	S	F value	p value
		Job Security			
Age (A)					
18-25 years	11	13.0	2.55		
26-35 years	47	12.9	2.96	0.50	.6845
36-45 years	35	13.8	2.84		
46 and older	29	13.3	3.15		
Gender (B)					
Male	99	13.3	3.06	0.80	.3738
Female	23	13.0	2.34		
Salary (C)					
$15,000-$17,999	16	12.4	2.22		
$18,000-$20,999	51	13.5	3.04		
$21,000-$23,999	28	12.9	2.88	1.08	.3716
$24,000-$26,999	13	12.5	3.07		
$27,000-$39,999	14	14.9	2.76		
		Interactions			
		A x B		0.37	.7752
		A x C		0.57	.8487
		B x C		0.17	.9533
		A x B x C		1.68	.1764

(continued)

Table 1 (continued)

Variable	n	M	S	F value	p value
	Promotional Opportunities				
Age (A)					
18-25 years	10	14.0	1.83		
26-35 years	46	13.0	4.40	0.11	.9516
36-45 years	34	14.4	3.36		
46 and older	29	14.3	4.57		
Gender (B)					
Male	96	13.8	4.01	0.31	.5775
Female	23	13.9	4.18		
Salary (C)					
$15,000-$17,999	16	15.0	3.58		
$18,000-$20,999	48	13.4	3.44		
$21,000-$23,999	28	13.6	4.39	1.25	.2963
$24,000-$26,999	13	13.5	4.74		
$27,000-$39,999	14	14.6	5.00		
	Interactions				
A x B				0.44	.7245
A x C				1.15	.3329
B x C				2.84	.0289
A x B x C				1.52	.2149

(continued)

Table 1 (continued)

Variable	n	M	S	F value	p value
	Feedback/Communications				
Age (A)					
18-25 years	11	15.4	3.44		
26-35 years	47	12.2	4.57	1.72	.1693
36-45 years	35	14.3	4.62		
46 and older	29	14.8	4.55		
Gender (B)					
Male	99	13.6	4.79	0.27	.6026
Female	23	14.0	3.81		
Salary (C)					
$15,000-$17,999	16	14.2	5.13		
$18,000-$20,999	51	13.6	4.53		
$21,000-$23,999	28	13.5	4.20	0.02	.9988
$24,000-$26,999	13	13.3	4.59		
$27,000-$39,999	14	14.4	5.58		
	Interactions				
A x B				0.10	.9591
A x C				0.92	.5247
B x C				0.35	.8440
A x B x C				0.36	.7851

(continued)

Table 1 (continued)

Variable	n	M	S	F value	p value
	Organizational Planning				
Age (A)					
18-25 years	10	15.1	3.35		
26-35 years	47	13.5	4.36	0.74	.5324
36-45 years	34	15.5	3.18		
46 and older	29	14.6	4.87		
Gender (B)					
Male	97	14.4	4.35	0.01	.9155
Female	23	15.0	3.28		
Salary (C)					
$15,000-$17,999	16	15.1	3.70		
$18,000-$20,999	49	14.1	3.95		
$21,000-$23,999	28	14.7	3.90	0.09	.9851
$24,000-$26,999	13	13.9	4.80		
$27,000-$39,999	14	15.1	5.48		
	Interactions				
	A x B			0.32	.8081
	A x C			0.93	.5185
	B x C			0.86	.4916
	A x B x C			1.47	.2277

(continued)

Table 1 (continued)

Variable	n	M*	S	F value	p value
	Support for Innovation				
Age (A)					
18-25 years	11	14.1	2.34		
26-35 years	47	12.7	3.74	0.96	.4130
36-45 years	35	13.6	3.08		
46 and older	29	13.6	4.43		
Gender (B)					
Male	99	13.2	3.79	0.04	.8454
Female	23	13.5	2.94		
Salary (C)					
$15,000-$17,999	16	12.7	3.82		
$18,000-$20,999	51	13.0	3.22		
$21,000-$23,999	28	13.7	3.37	0.09	.9840
$24,000-$26,999	13	12.7	4.21		
$27,000-$39,999	14	14.7	4.75		
	Interactions				
	A x B			0.25	.4645
	A x C			1.08	.3889
	B x C			2.14	.0823
	A x B x C			0.65	.5836

*The larger the value the greater the reported job satisfaction.

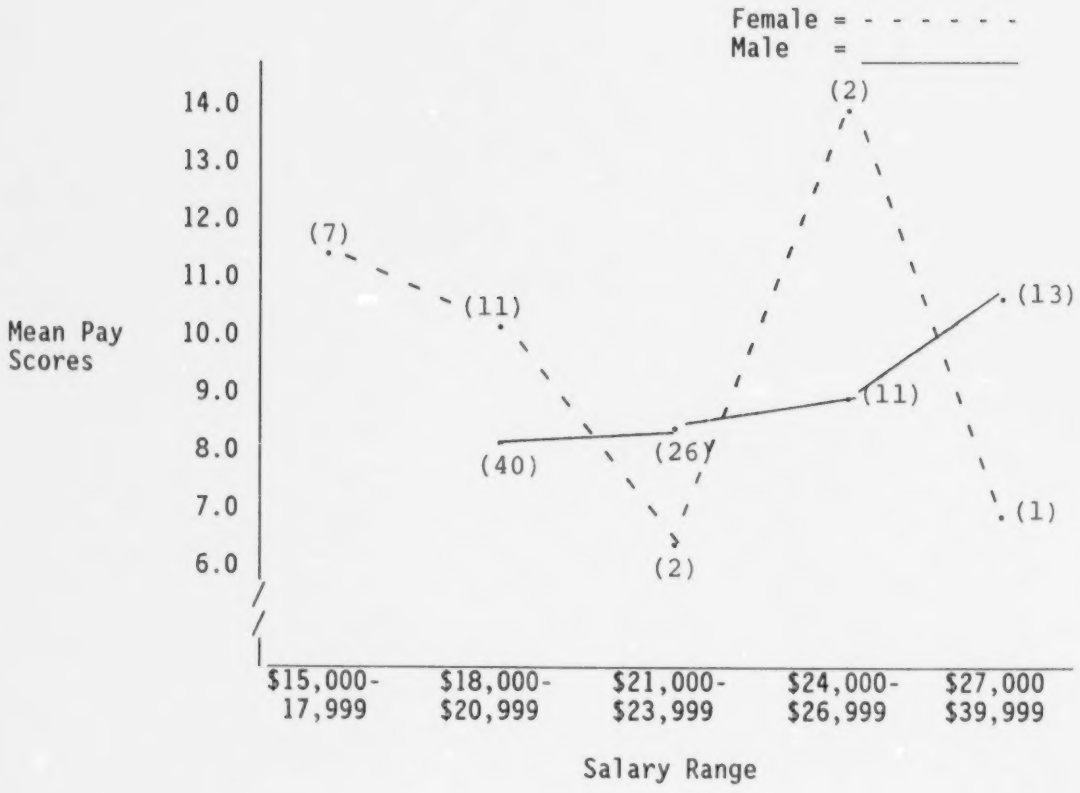
The possible scores and theoretical mean for each scale were as follows:

1. The Work Itself (5-30, 17.5);
2. Working Conditions (3-18, 10.5);
3. Freedom from Stress (3-18, 10.5);
4. Co-workers (3-18, 10.5);
5. Supervision (7-42, 24.5);
6. To Leadership (4-24, 14.0);
7. Pay (3-18, 10.5);
8. Benefits (1-6, 3.5);
9. Job security (3-18, 10.5);
10. Promotional opportunities (4-24, 14.0);
11. Feedback/Communications (4-24, 14.0);
12. Organizational Planning (4-24, 14.0); and
13. Support for Innovation (4-24, 14.0).

Two of the 91 p values were statistically significant at the .05 level; therefore, the null hypotheses for these two comparisons were rejected. The two statistically significant comparisons were for the interactions gender and salary for the dependent variable Pay, and gender and salary for the dependent variable Promotional Opportunities. The interaction between gender and salary for the dependent variable Pay was depicted in a profile plot. Figure 1 contains mean Pay scale satisfaction scores and curves for gender.

Figure 1

Interaction Between Gender and Salary for the Dependent Variable Pay



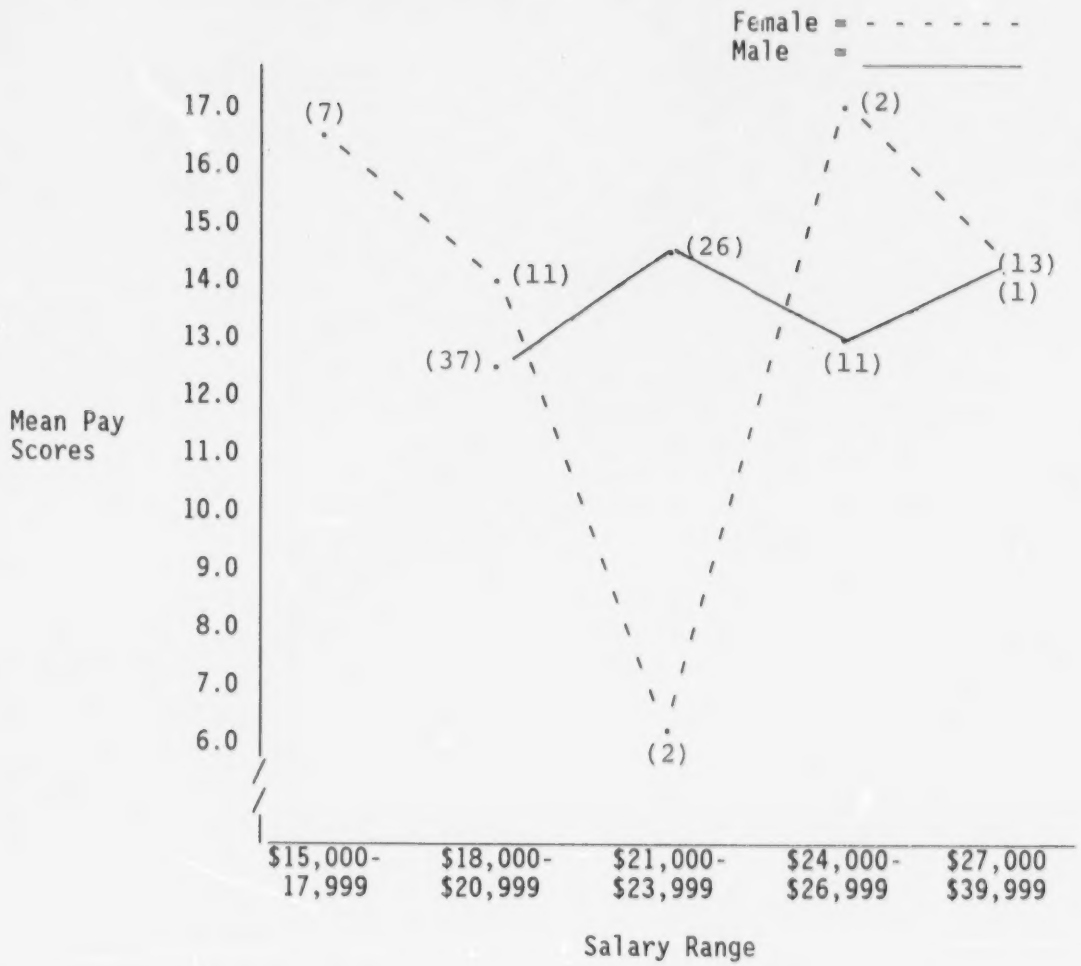
The interactions between gender and salary for the dependent variable Pay was disordinal. The information cited in Figure 1 indicated the following: females reporting salaries of $15,000 to $17,999 and $24,000 to $26,999 had numerically the greatest satisfaction with Pay of any groups, females reporting salaries of $21,000 to

$23,999 and $27,000 to $39,999 had numerically the least job satisfaction with Pay, and males regardless of Pay had approximately the same level of job satisfaction with Pay.

The interaction between gender and salary for the dependent variable Promotional Opportunities was depicted in a profile plot. Figure 2 contains mean Promotional Opportunity satisfaction scores and curves for gender.

Figure 2

Interaction Between Gender and Salary for the Dependent Variable Promotional Opportunities



The interaction between gender and salary for the dependent variable Promotional Opportunities was disordinal. Information cited in Figure 2 indicated the following: females with salaries of $15,000 to 17,999 and $24,000 to

26,999 reported numerically the greatest job satisfaction for Promotional Opportunity, females whose salary was in the $21,000 to 23,000 range reported numerically the least job satisfaction for Promotional Opportunity, and males with salaries from $21,000 to 23,999 and $27,000 to 39,999 reported numerically the greatest job satisfaction for Promotional Opportunities for men.

It was hypothesized in composite null hypothesis number 2 that the differences among mean Campbell Organizational Survey scores for correctional officers according to formal education, marital status, and race would not be statistically significant. Information pertaining to composite null hypothesis number 2 was presented in Table 2. The following was cited in Table 2: variable, sample sizes, means, standard deviations, *F* values, and *p* values.

Table 2

A Comparison of Mean Campbell Organizational Survey Scores of Job Satisfaction for Correctional Officers According to Formal Education, Marital Status, and Race Employing a Three-Way Analysis of Variance

Variable	n	M	S	F value	p value
		The Work Itself			
Formal Education (D)					
G.E.D. or High School	57	22.4	3.69		
Vocational School	17	23.1	3.03		
Associate Degree	22	23.0	3.42	0.05	.9951
College Graduate (4 yr's)	11	23.5	4.03		
Some College	15	23.1	5.05		
Marital Status (E)					
Single	21	22.4	2.97		
Married	87	22.9	3.80	1.44	.2405
Divorced/Separated	14	22.7	4.58		
Race (F)					
White	113	22.7	3.82		
				1.95	.1660
Other	9	24.3	2.18		
		Interactions			
		D x E		1.49	.1807
		D x F		0.95	.4172
		E x F		0.56	.4541
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M	S	F value	p value
		Working Conditions			
Formal Education (D)					
G.E.D. or High School	56	11.1	3.35		
Vocational School	17	11.1	3.37		
Associate Degree	22	11.7	3.21	0.42	.7957
College Graduate (4 yr's)	14	12.7	2.73		
Some College	15	10.9	3.04		
Marital Status (E)					
Single	21	11.7	2.83		
Married	87	11.5	3.41	0.09	.9118
Divorced/Separated	14	10.0	2.32		
Race (F)					
White	113	11.3	3.31	0.08	.7720
Other	9	12.1	1.96		
		Interactions			
		D x E		0.33	.9391
		D x F		0.12	.9464
		E x F		0.49	.4852
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M	S	F value	p value
		Freedom From Stress			
Formal Education (D)					
G.E.D. or High School	57	9.1	2.55		
Vocational School	16	9.8	3.17		
Associate Degree	22	9.3	2.42	0.38	.8190
College Graduate (4 yr's)	15	10.4	3.20		
Some College	15	9.7	2.37		
Marital Status (E)					
Single	21	9.0	2.89		
Married	86	9.6	2.54	0.30	.7406
Divorced/Separated	14	9.1	2.98		
Race (F)					
White	112	9.3	2.67	0.56	.4577
Other	9	10.7	1.94		
		Interactions			
		D x E		0.76	.6234
		D x F		0.61	.6106
		E x F		0.00	.9873
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M	S	F value	p value
		Co-workers			
Formal Education (D)					
G.E.D. or High School	57	10.7	3.09		
Vocational School	16	10.8	3.25		
Associate Degree	22	11.1	1.98	0.59	.6674
College Graduate (4 yr's)	11	11.4	1.29		
Some College	15	10.3	2.35		
Marital Status (E)					
Single	20	10.8	2.76		
Married	87	10.9	2.68	1.44	.2416
Divorced/Separated	14	10.5	2.93		
Race (F)					
White	113	10.7	2.72	1.10	.2972
Other	8	12.4	2.00		
		Interactions			
		D x E		0.36	.9240
		D x F		1.08	.3434
		E x F		2.20	.1406
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M	S	F value	p value
		Supervision			
Formal Education (D)					
G.E.D. or High School	57	29.0	6.87		
Vocational School	17	30.3	6.39		
Associate Degree	22	29.3	7.07	0.61	.6553
College Graduate (4 yr's)	11	28.8	8.18		
Some College	15	26.4	8.68		
Marital Status (E)					
Single	21	29.5	7.60		
Married	87	29.0	7.20	0.10	.9015
Divorced/Separated	14	27.4	6.48		
Race (F)					
White	113	28.7	7.01	1.25	.2665
Other	9	31.7	8.80		
		Interactions			
		D x E		0.14	.9952
		D x F		0.20	.8943
		E x F		0.15	.6974
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M	S	F value	p value
		Top Leadership			
Formal Education (D)					
G.E.D. or High School	57	14.4	4.21		
Vocational School	17	14.3	5.25		
Associate Degree	22	14.3	4.29	0.12	.9769
College Graduate (4 yr's)	11	14.1	4.70		
Some College	15	13.5	3.48		
Marital Status (E)					
Single	21	14.4	4.32		
Married	87	14.1	4.43	0.13	.8781
Divorced/Separated	14	14.3	3.45		
Race (F)					
White	113	14.1	4.29	0.32	.5753
Other	9	15.2	4.74		
		Interactions			
		D x E		0.51	.8254
		D x F		1.07	.3652
		E x F		0.85	.3591
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M	S	F value	p value
		Pay			
Formal Education (D)					
G.E.D. or High School	57	8.7	2.52		
Vocational School	17	9.5	3.89		
Associate Degree	22	8.7	3.01	0.71	.5844
College Graduate (4 yr's)	11	9.4	2.69		
Some College	15	8.9	2.95		
Marital Status (E)					
Single	21	9.3	2.97		
Married	87	8.8	2.93	0.33	.7207
Divorced/Separated	14	8.7	2.37		
Race (F)					
White	113	8.9	2.95	0.03	.8526
Other	9	9.1	1.62		
		Interactions			
		D x E		1.78	.0982
		D x F		0.36	.7813
		E x F		0.62	.4347
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M	S	F value	p value
		Benefits			
Formal Education (D)					
G.E.D. or High School	57	3.9	1.32		
Vocational School	17	4.5	1.74		
Associate Degree	22	4.0	1.50	0.16	.9599
College Graduate (4 yr's)	11	4.6	1.12		
Some College	15	4.1	1.79		
Marital Status (E)					
Single	21	4.2	1.48		
Married	87	4.1	1.49	0.95	.3890
Divorced/Separated	14	3.8	1.31		
Race (F)					
White	113	4.1	1.46		
Other	9	4.3	1.50	0.59	.4440
		Interactions			
		D x E		0.52	.8147
		D x F		0.15	.9295
		E x F		1.28	.2599
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M	S	F value	p value
		Job Security			
Formal Education (D)					
G.E.D. or High School	57	13.2	2.85		
Vocational School	17	12.7	2.80		
Associate Degree	22	13.5	2.96	0.35	.8431
College Graduate (4 yr's)	11	14.4	2.01		
Some College	15	12.6	3.85		
Marital Status (E)					
Single	21	13.2	2.96		
Married	87	13.2	3.00	0.08	.0989
Divorced/Separated	14	13.7	2.52		
Race (F)					
White	113	13.1	2.96	2.77	.0989
Other	9	14.3	2.29		
		Interactions			
		D x E		0.54	.8010
		D x F		0.42	.7402
		E x F		0.16	.6928
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M	S	F value	p value
		Promotional Opportunity			
Formal Education (D)					
G.E.D. or High School	57	13.6	3.96		
Vocational School	17	14.5	4.15		
Associate Degree	20	13.4	4.37	0.32	.8612
College Graduate (4 yr's)	10	14.7	3.89		
Some College	15	13.7	4.06		
Marital Status (E)					
Single	21	14.1	3.38		
Married	87	13.9	4.18	1.31	.2745
Divorced/Separated	14	12.4	3.94		
Race (F)					
White	110	13.8	4.04	0.01	.9257
Other	9	14.1	4.01		
		Interactions			
		D x E		0.13	.9962
		D x F		0.21	.8903
		E x F		1.53	.2190
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M	S	F value	p value
		Feedback/Communications			
Formal Education (D)					
G.E.D. or High School	57	13.7	4.33		
Vocational School	17	14.0	5.65		
Associate Degree	22	14.1	4.46	0.17	.9534
College Graduate (4 yr's)	11	15.5	3.80		
Some College	15	11.6	4.93		
Marital Status (E)					
Single	21	14.6	5.05		
Married	87	13.5	4.65	0.03	.9774
Divorced/Separated	14	13.6	3.67		
Race (F)					
White	113	13.4	4.56	3.52	.0635
Other	9	17.7	3.39		
		Interactions			
		D x E		0.37	.9181
		D x F		0.06	.9789
		E x F		0.41	.5249
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M	S	F value	p value
		Organizational Planning			
Formal Education (D)					
G.E.D. or High School	57	14.4	3.91		
Vocational School	17	14.7	5.21		
Associate Degree	21	14.6	4.12	0.26	.9040
College Graduate (4 yr's)	10	15.6	4.60		
Some College	15	13.5	3.89		
Marital Status (E)					
Single	20	14.6	4.34		
Married	86	14.6	4.26	0.01	.9871
Divorced/Separated	14	13.5	3.32		
Race (F)					
White	111	14.3	4.08	2.69	.1043
Other	9	17.0	4.56		
		Interactions			
		D x E		0.28	.9458
		D x F		0.23	.7916
		E x F		0.03	.8646
		D x E x F		**	**

(continued)

Table 2 (continued)

Variable	n	M*	S	F value	p value
		Support for Innovation			
Formal Education (D)					
G.E.D. or High School	57	13.5	3.49		
Vocational School	17	13.3	4.62		
Associate Degree	22	13.2	3.98	0.18	.9488
College Graduate (4 yr's)	11	13.0	3.07		
Some College	15	12.9	3.20		
Marital Status (E)					
Single	21	12.9	3.53		
Married	87	13.4	3.84	0.33	.7220
Divorced/Separated	14	13.1	2.40		
Race (F)					
White	113	13.2	3.61	1.08	.3005
Other	9	14.5	3.94		
		Interactions			
		D x E		0.15	.9933
		D x F		0.34	.7982
		E x F		0.89	.3476
		D x E x F		**	**

*The larger the value the greater the reported job satisfaction.
**Sample size too small; therefore, this analysis could not be made.

None of the 79 p values was statistically significant at the .05 level; therefore, the null hypotheses for these comparisons were retained. The information cited in Table 2 indicated no association between any independent and dependent variables.

It was hypothesized in composite null hypothesis number 3 that the differences among mean Campbell Organizational Survey scores for correctional officers, according to years employed, designated rank, and location of prison would not be statistically significant. Information pertaining to composite number 3 was presented in Table 3. The following was cited in Table 3: variables, sample sizes, means, standard deviations, F values, and p values.

Table 3

A Comparison of Mean Campbell Organizational Survey Scores of Job Satisfaction for Correctional Officers According to Years Employed, Designated Rank, and Location of Prison Employing a Three-Way Analysis of Variance

Variable	n	M	S	F value	p value
		The Work Itself			
Years Employed (G)					
5 years or less	90	22.5	3.54		
6-10 years	18	23.7	4.72	0.55	.5790
More than 10 years	14	23.9	3.54		
Designated Rank (H)					
Corporal	68	22.1	3.48		
Sergeant	29	23.4	3.18		
				2.43	.0696
Staff Sergeant	13	22.6	4.84		
Lieutenant and Captain	12	25.9	3.78		
Location of Prison (I)					
Rural	49	23.2	2.97		
				1.74	.1898
Urban	73	22.5	4.18		
		Interactions			
		G x H		2.91	.0414
		G x I		5.64	.0193
		H x I		2.28	.1076
		G x H x I		**	**

(continued)

Table 3 (continued)

Variable	n	M	S	F value	p value
		Working Conditions			
Years Employed (G)					
5 years or less	89	11.3	3.32		
6-10 years	19	11.1	2.99	0.92	.4002
More than 10 years	14	12.0	3.09		
Designated Rank (H)					
Corporal	67	11.0	3.46		
Sergeant	30	11.7	2.81	0.47	.7050
Staff Sergeant	13	11.9	2.81		
Lieutenant and Captain	12	12.2	3.35		
Location of Prison (I)					
Rural	50	12.1	2.71	2.28	.1337
Urban	72	10.8	3.46		
		Interactions			
		G x H		0.85	.5208
		G x I		1.10	.2970
		H x I		0.86	.4280
		G x H x I		0.01	.9411

(continued)

Table 3 (continued)

Variable	n	M	S	F value	p value
		Freedom From Stress			
Years Employed (G)					
5 years or less	89	9.4	2.67		
6-10 years	18	10.1	2.15	1.44	.2422
More than 10 years	14	9.0	3.04		
Designated Rank (H)					
Corporal	67	9.4	2.49		
Sergeant	29	9.2	2.94	1.15	.3331
Staff Sergeant	13	9.6	2.60		
Lieutenant and Captain	12	10.0	2.98		
Location of Prison (I)					
Rural	48	9.7	2.33	0.00	.9804
Urban	73	9.3	2.83		
		Interactions			
		G x H		1.08	.3783
		G x I		0.05	.8192
		H x I		0.04	.9640
		G x H x I		**	**

(continued)

Table 3 (continued)

Variable	n	M	S	F value	p value
		Co-Workers			
Years Employed (G)					
5 years or less	89	11.0	2.77		
6-10 years	18	10.7	2.59	2.08	.1294
More than 10 years	14	10.1	2.51		
Designated Rank (H)					
Corporal	67	10.6	2.77		
Sergeant	29	11.2	2.86	0.97	.4122
Staff Sergeant	13	10.5	2.60		
Lieutenant and Captain	12	11.2	2.18		
Location of Prison (I)					
Rural	48	11.5	2.32	0.56	.4562
Urban	73	10.4	2.86		
		Interactions			
		G x H		0.45	.8096
		G x I		0.03	.8675
		H x I		0.01	.9852
		G x H x I		**	**

(continued)

Table 3 (continued)

Variable	n	M	S	F value	p value
		Supervision			
Years Employed (G)					
5 years or less	90	28.8	6.68		
6-10 years	18	28.9	7.19	1.06	.3498
More than 10 years	14	29.4	10.18		
Designated Rank (H)					
Corporal	68	28.8	5.99		
Sergeant	29	28.3	8.03		
Staff Sergeant	13	27.5	7.59	1.18	.3214
Lieutenant and Captain	12	32.3	10.17		
Location of Prison (I)					
Rural	49	30.0	6.42		
Urban	73	28.1	7.56	1.06	.3057
		Interactions			
		G x H		0.88	.4946
		G x I		0.08	.7836
		H x I		0.70	.4979
		G x H x I		**	**

(continued)

Table 3 (continued)

Variable	n	M	S	F value	p value
		Top Leadership			
Years Employed (G)					
5 years or less	90	14.1	3.99		
6-10 years	18	14.1	4.54	0.28	.7528
More than 10 years	14	14.9	5.84		
Designated Rank (H)					
Corporal	68	14.3	4.01		
Sergeant	29	12.6	3.59	1.37	.2555
Staff Sergeant	13	12.6	5.16		
Lieutenant and Captain	12	16.0	5.94		
Location of Prison (I)					
Rural	49	15.0	3.54	0.81	.3701
Urban	73	13.7	4.67		
		Interactions			
		G x H		0.71	.6142
		G x I		3.15	.0788
		H x I		1.08	.3427
		G x H x I		**	**

(continued)

Table 3 (continued)

Variable	n	M	S	F value	p value
		Pay			
Years Employed (G)					
5 years or less	90	9.1[g]	2.90		
6-10 years	18	7.9[h]	2.55	3.00	.0539
More than 10 years	14	9.0[g]	2.96		
Designated Rank (H)					
Corporal	68	8.7	2.75		
Sergeant	29	9.2	2.80	1.45	.2323
Staff Sergeant	13	8.4	3.28		
Lieutenant and Captain	12	9.7	3.33		
Location of Prison (I)					
Rural	49	10.5[a]	2.53	10.25	.0018
Urban	73	7.8[b]	2.55		
		Interactions			
		G x H		0.90	.4872
		G x I		2.19	.1416
		H x I		1.59	.2082
		G x H x I		**	**

(continued)

Table 3 (continued)

Variable	n	M	S	F value	p value
		Benefits			
Years Employed (G)					
5 years or less	90	4.2	1.42		
6-10 years	18	3.7	1.45	0.53	.5906
More than 10 years	14	3.6	1.45		
Designated Rank (H)					
Corporal	68	4.1	1.96		
Sergeant	29	4.2	1.39	0.00	.9995
Staff Sergeant	13	3.9	1.55		
Lieutenant and Captain	12	3.9	1.68		
Location of Prison (I)					
Rural	49	4.7[a]	1.09	6. 66	.0112
Urban	73	3.7[b]	1.55		
		Interactions			
		G x H		0.81	.5473
		G x I		5.43	.0217
		H x I		1.62	.2035
		G x H x I		**	**

(continued)

Table 3 (continued)

Variable	n	M	S	F value	p value
		Job Security			
Years Employed (G)					
5 years or less	90	13.0	2.89		
6-10 years	18	13.7	2.22	0.69	.5052
More than 10 years	14	13.9	3.91		
Designated Rank (H)					
Corporal	68	13.3	2.97		
Sergeant	29	12.8	2.53	0.82	.4849
Staff Sergeant	13	13.0	2.38		
Lieutenant and Captain	12	14.1	4.10		
Location of Prison (I)					
Rural	49	13.5	2.53	0.00	.9969
Urban	73	13.1	3.17		
		Interactions			
		G x H		1.09	.3728
		G x I		2.11	.1497
		H x I		0.29	.7467
		G x H x I		**	**

(continued)

Table 3 (continued)

Variable	n	M	S	F value	p value
		Promotional Opportunities			
Years Employed (G)					
5 years or less	87	13.8	3.81		
6-10 years	18	13.8	4.12	0.77	.4672
More than 10 years	14	13.9	5.33		
Designated Rank (H)					
Corporal	66	13.5	3.72		
Sergeant	28	14.1	3.85	3.23	.0256
Staff Sergeant	13	12.4[a]	4.27		
Lieutenant and Captain	12	16.0[b]	5.20		
Location of Prison (I)					
Rural	48	14.6	3.44	0.00	.9676
Urban	71	13.2	4.31		
		Interactions			
		G x H		0.51	.7705
		G x I		3.30	.0723
		H x I		0.28	.7582
		G x H x I		**	**

(continued)

Table 3 (continued)

Variable	n	M	S	F value	p value
		Feedback/Communications			
Years Employed (G)					
5 years or less	90	13.7	4.51		
6-10 years	18	13.2	4.18	1.71	.1853
More than 10 years	14	14.6	5.84		
Designated Rank (H)					
Corporal	68	13.3	4.57		
Sergeant	29	13.9	4.17	0.74	.5284
Staff Sergeant	13	13.6	4.29		
Lieutenant and Captain	12	15.6	6.05		
Location of Prison (I)					
Rural	49	14.5	3.87	0.41	.5218
Urban	73	13.1	4.99		
		Interactions			
		G x H		0.57	.7192
		G x I		0.10	.7480
		H x I		1.08	.3439
		G x H x I		**	**

(continued)

Table 3 (continued)

Variable	n	M	S	F value	p value
		Organizational Planning			
Years Employed (G)					
5 years or less	88	14.3	3.99		
6-10 years	18	14.6	3.43	0.88	.4166
More than 10 years	14	15.1	6.00		
Designated Rank (H)					
Corporal	67	14.3	3.94		
Sergeant	28	14.4	3.63	3.23	.0256
Staff Sergeant	13	13.6	4.11		
Lieutenant and Captain	12	16.3	6.18		
Location of Prison (I)					
Rural	47	15.3	3.65	0.43	.5127
Urban	73	13.9	4.39		
		Interactions			
		G x H		1.07	.3804
		G x I		2.49	.1178
		H x I		0.59	.5548
		G x H x I		**	**

(continued)

Table 3 (continued)

Variable	n	M*	S	F value	p value
		Support for Innovation			
Years Employed (G)					
5 years or less	90	13.2	3.30		
6-10 years	18	12.6	3.96	0.08	.9222
More than 10 years	14	14.6	5.05		
Designated Rank (H)					
Corporal	68	13.0[a]	3.26		
Sergeant	29	13.7	3.56	2.66	.0518
Staff Sergeant	13	11.3[a]	3.28		
Lieutenant and Captain	12	16.0[b]	4.81		
Location of Prison (I)					
Rural	49	14.4	2.87	3.28	.0731
Urban	73	12.5	3.90		
		Interactions			
		G x H		1.11	.3598
		G x I		0.54	.4628
		H x I		0.19	.8303
		G x H x I		**	**

*The larger the value the greater the reported job satisfaction.
**Sample size too small; therefore, this analysis could not be made.
[ab]Difference statistically significant at the .05 level according to Bonferroni (Dunn) t test for means.
[gh]Difference statistically significant at the .05 level.

Eight of the 79 p values were statistically significant at the .05 level; therefore, the null hypotheses for these comparisons were rejected. Five of the eight statistically significant comparisons were for main effects. The following main effects were statistically significant:

1. years employed for the dependent variable Pay;
2. location of prison for the dependent variable Pay;
3. location of prison for the dependent variable Benefits;
4. designated rank for the dependent variable Promotional Opportunities; and
5. designated rank for the dependent variable Support for Innovation.

The information cited in Table 3 indicated the following for main effects:

1. correctional officers with 5 or less years of employment, and more than 10 years reported greater job satisfaction with Pay than individuals with 6 to 10 years of employment;

2. correctional officers from rural locations reported greater job satisfaction with Pay;

3. correctional officers from rural locations reported greater job satisfaction with Benefits;

4. lieutenants and captains reported greater job satisfaction for Promotional Opportunities than staff sergeants; and

5. lieutenants and captains reported greater job satisfaction for Support and Innovation than corporal and staff sergeants.

Three of the eight statistically significant comparisons were for interactions. The following interactions were statistically significant at the .05 level;

1. years employed and designated rank for the dependent variable The Work Itself;

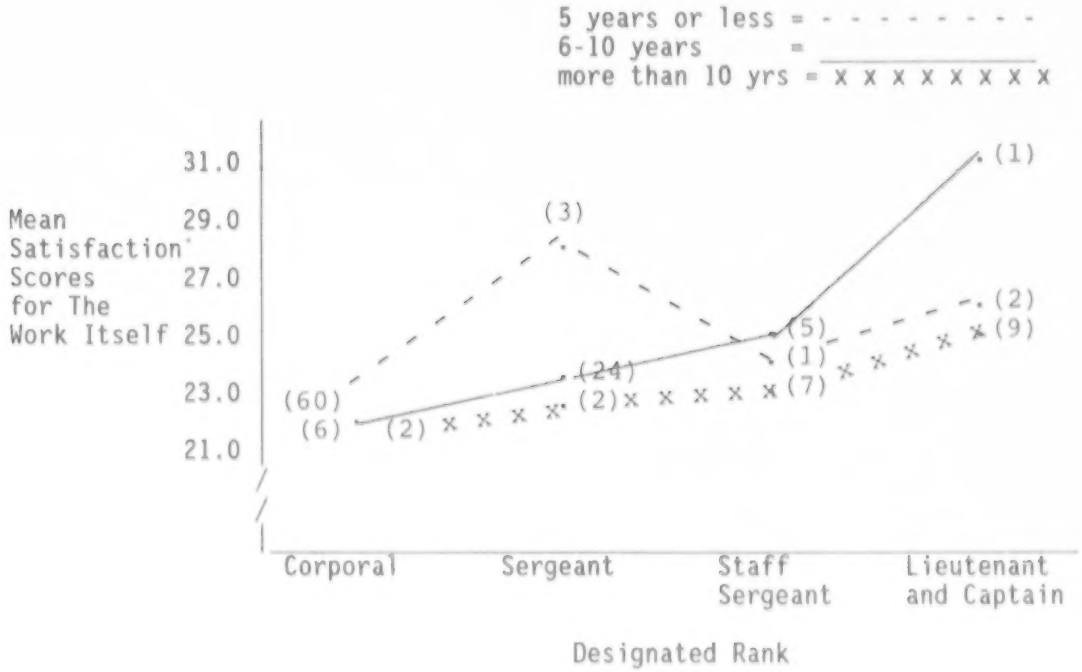
2. years employed and location of the prison for the dependent variable Work Itself; and

3. years employed and location of the prison for the dependent variable Benefits.

The interaction between years employed and designed rank for the dependent variable The Work Itself was depicted in a profile plot. Figure 3 contains mean job satisfaction scores for The Work Itself and curves for years employed.

Figure 3

Interaction Between Years Employed and Designated Rank for the Dependent Variable The Work Itself

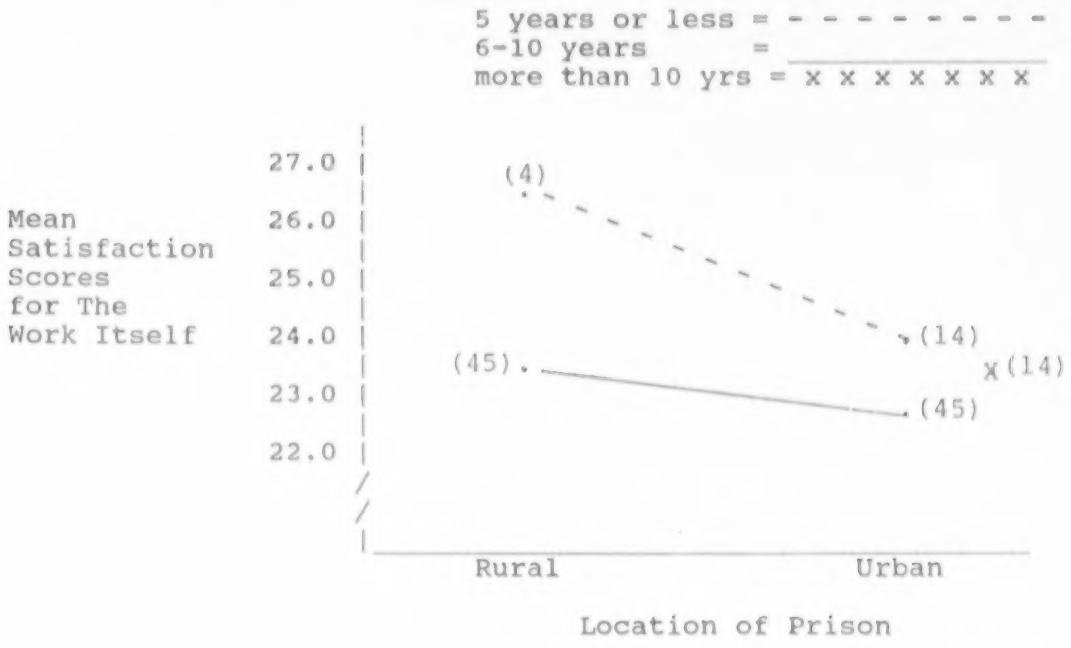


The interaction between years employed and designated rank for the dependent variable The Work Itself was disordinal. The results cited in Figure 3 indicated the following: lieutenants and captains, regardless of years employed reported numerically greater job satisfaction with The Work Itself than any other rank, and those with the rank of corporal regardless of years employed reported the least job satisfaction with The Work Itself.

The interaction between years employed and location of prison for the dependent variable The Work Itself was depicted in a profile plot. Figure 4 contains mean job satisfaction scores for The Work Itself and curves for years employed.

Figure 4

Interaction Between Years Employed and Location of Prison for the Dependent Variable The Work Itself



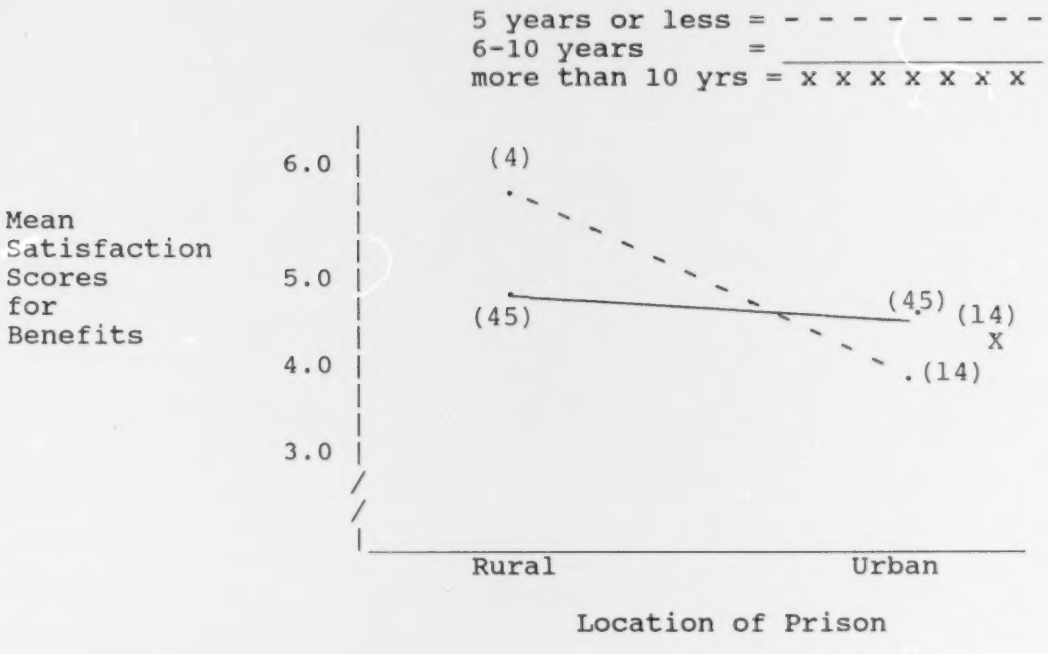
The interaction between years employed and the location of prison for the dependent variable The Work Itself was ordinal. The information cited in Figure 4 indicated the following: individuals with 5 years or less of employment

working in rural prison locations reported numerically the greatest job satisfaction with The Work Itself, individuals with 6 to 10 years of employment working in urban prison locations reported numerically less job satisfaction with The Work Itself than any other group, and individuals with 5 years or less of employment regardless of prison location reported numerically more job satisfaction with The Work Itself than those employed 6 to 10 years.

The interaction between years employed and location of prison for the dependent variable Benefits was depicted in a profile plot. Figure 5 contains mean Benefit satisfaction scores and curves for years employed.

Figure 5

Interaction Between Years Employed and Location of Prison for the Dependent Variable Benefits



The interaction between years employed and location of prison for the dependent variable Benefits was disordinal. Information cited in Figure 5 indicated the following: individuals employed 5 years or less in a rural prison location reported numerically the greatest job satisfaction for Benefits of any group, and individual employed 5 years or less in an urban prison location reported the least job satisfaction for Benefits of any group.

It was hypothesized in composite null hypothesis number 4 that the differences among the mean Campbell Organizational

Survey scores for correctional officers according to relationship with co-workers, freedom from stress, and relationship with supervisors would not be statistically significant. Information pertaining to composite null hypothesis number 4 was presented in Table 4. The following was cited in Table 4: variables, sample sizes, means, standard deviations, F values, and p values.

Table 4

A Comparison of Mean Campbell Organizational Survey Scores of Job Satisfaction for Correctional Officers According to Relationship with Co-workers, Freedom from Stress, and Relationship with Supervisors Employing a Three-Way Analysis of Variance

Variable	n	M	S	F value	p value
		The Work Itself			
Relationship with (J) Co-workers					
Low	50	21.4	4.28		
Medium	36	23.6	2.81	0.37	.6948
High	36	23.9	3.15		
Freedom from Stress (K)					
Low	43	21.3	3.50		
Medium	52	23.0	3.61	1.47	.2345
High	27	24.7	3.51		
Relationship with (L) Supervisors					
Low	41	20.7[a]	4.08		
Medium	45	22.7[b]	3.06	6.24	.0028
High	36	25.4[c]	2.39		
		Interactions			
		J x K		0.87	.4835
		J x L		0.11	.9777
		K x L		1.24	.2973
		J x K x L		0.44	.8749

(continued)

Table 4 (continued)

Variable	n	M	S	F value	p value
		Working Conditions			
Relationship with (J) Co-workers					
Low	51	9.8[a]	2.79		
Medium	36	12.1[b]	3.17	3.74	.0272
High	35	12.8[b]	2.99		
Freedom from Stress (K)					
Low	44	10.4	2.83		
Medium	52	11.4	3.06	2.80	.0658
High	26	12.8	3.71		
Relationship with (L) Supervisors					
Low	42	9.8	2.91		
Medium	44	11.4	2.79	0.76	.4717
High	36	13.0	3.27		
		Interactions			
		J x K		0.41	.7989
		J x L		0.86	.4924
		K x L		2.18	.0771
		J x K x L		0.64	.7177

(continued)

Table 4 (continued)

Variable	n	M	S	F value	p value
		Freedom from Stress			
Relationship with (J) Co-workers					
Low	50	8.6	2.74		
Medium	35	9.6	1.91	0.54	.5831
High	36	10.4	2.81		
Freedom from Stress (K)					
Low					
Medium	(Did not pertain)				
High					
Relationship with (L) Supervisors					
Low	41	7.8[a]	2.69		
Medium	44	9.5[b]	1.77	3.59	.0313
High	36	11.2[c]	2.31		
		Interactions			
		J x K		0.16	.9596
		J x L		0.24	.9166
		K x L		1.28	.2848
		J x K x L		0.30	.9538

(continued)

Table 4 (continued)

Variable	n	M	S	F value	p value
		Co-workers			
Relationship with (J) Co-workers					
Low					
Medium	(Did not pertain)				
High					
Freedom from Stress (K)					
Low	43	9.7	3.07		
Medium	51	11.1	2.10	0.31	.7307
High	27	12.2	2.43		
Relationship with (L) Supervisors					
Low	41	8.9	2.53		
Medium	45	11.0	2.13	2.49	.0881
High	35	12.9	1.82		
		Interactions			
		J x K		0.22	.9263
		J x L		0.52	.7209
		K x L		0.50	.7385
		J x K x L		1.74	.1092

(continued)

Table 4 (continued)

Variable	n	M	S	F value	p value
		Supervision			
Relationship with (J) Co-workers					
Low	50	24.7	6.66		
Medium	36	30.3	6.07	0.15	.8583
High	36	33.3	5.53		
Freedom from Stress (K)					
Low	43	25.3	7.25		
Medium	52	29.4	5.86	2.15	.1220
High	27	33.6	6.42		
Relationship with (L) Supervisors					
Low					
Medium	(Did not pertain)				
High					
		Interactions			
			J x K	0.42	.7967
			J x L	0.22	.9284
			K x L	1.28	.2850
			J x K x L	0.76	.6257

(continued)

Table 4 (continued)

Variable	n	M	S	F value	p value
		Top Leadership			
Relationship with (J) Co-workers					
Low	50	11.7	3.77		
Medium	36	14.6	3.87	2.67	.0742
High	36	17.3	3.12		
Freedom from Stress (K)					
Low	43	13.0	3.97		
Medium	52	14.0	4.14	0.80	.4523
High	27	16.5	4.27		
Relationship with (L) Supervisors					
Low	41	10.9[a]	3.87		
Medium	45	14.9[b]	2.66	7.87	.0007
High	36	17.2[c]	3.84		
		Interactions			
		J x K		0.93	.4498
		J x L		0.23	.9180
		K x L		0.36	.8342
		J x K x L		0.75	.6342

(continued)

Table 4 (continued)

Variable	n	M	S	F value	p value
		Pay			
Relationship with (J) Co-workers					
Low	50	7.6[a]	2.46		
Medium	36	9.4[b]	3.06	3.23	.0439
High	36	10.2[b]	2.44		
Freedom from Stress (K)					
Low	43	7.8	2.69		
Medium	52	9.3	2.63	1.49	.2312
High	27	9.8	3.10		
Relationship with (L) Supervisors					
Low	41	7.1[a]	2.49		
Medium	45	9.6[b]	2.76	5.03	.0083
High	36	10.1[b]	2.38		
		Interactions			
		J x K		2.75	.0324
		J x L		2.59	.0416
		K x L		0.03	.9983
		J x K x L		1.17	.3273

(continued)

Table 4 (continued)

Variable	n	M	S	F value	p value
		Benefits			
Relationship with (J) Co-workers					
Low	50	3.7[a]	1.56		
Medium	36	4.2	1.50	7.01	.0014
High	36	4.5[b]	1.16		
Freedom from Stress (K)					
Low	43	3.7	1.47		
Medium	52	4.4	1.30	1.32	.2719
High	27	4.1	1.63		
Relationship with (L) Supervisors					
Low	41	3.7	1.62		
Medium	45	4.3	1.18	2.16	.1214
High	36	4.3	1.54		
		Interactions			
		J x K		3.29	.0143
		J x L		1.58	.1852
		K x L		0.54	.7091
		J x K x L		0.51	.8259

(continued)

Table 4 (continued)

Variable	n	M	S	F value	p value
		Job Security			
Relationship with (J) Co-workers					
Low	50	12.7	3.14		
Medium	36	13.7	2.96	0.60	.5522
High	36	13.5	2.51		
Freedom from Stress (K)					
Low	43	12.2	2.90		
Medium	52	13.6	2.93	2.32	.1034
High	27	14.2	2.51		
Relationship with (L) Supervisors					
Low	41	12.4	3.04		
Medium	45	13.3	2.76	0.68	.5085
High	36	14.1	2.82		
		Interactions			
		J x K		0.44	.7797
		J x L		0.76	.5518
		K x L		0.55	.7012
		J x K x L		0.33	.9368

(continued)

Table 4 (continued)

Variable	n	M	S	F value	p value
		Promotional Opportunities			
Relationship with (J) Co-workers					
Low	49	11.3[a]	3.76		
Medium	34	14.5[b]	2.90	4.16	.0186
High	36	16.6[c]	3.13		
Freedom from Stress (K)					
Low	42	12.4	3.61		
Medium	50	13.5	3.47	1.28	.2834
High	27	16.5	4.38		
Relationship with (L) Supervisors					
Low	40	10.5[a]	3.41		
Medium	43	14.3[b]	2.91	11.09	.0001
High	36	16.9[c]	3.02		
		Interactions			
		J x K		0.50	.7342
		J x L		0.37	.8268
		K x L		2.01	.1001
		J x K x L		0.34	.9323

(continued)

Table 4 (continued)

Variable	n	M	S	F value	p value
		Feedback/Communications			
Relationship with (J) Co-workers					
Low	50	11.2	3.72		
Medium	36	14.0	4.39	0.44	.6443
High	36	16.9	3.86		
Freedom from Stress (K)					
Low	43	12.1	4.33		
Medium	52	13.4	4.12	0.12	.8837
High	27	16.8	4.55		
Relationship with (L) Supervisors					
Low	41	9.4[a]	2.96		
Medium	45	14.0[b]	3.46	28.26	.0001
High	36	17.2[c]	2.58		
		Interactions			
		J x K		0.70	.5958
		J x L		0.27	.8971
		K x L		0.85	.4953
		J x K x L		1.02	.4234

(continued)

Table 4 (continued)

Variable	n	M	S	F value	p value
		Organizational Planning			
Relationship with (J) Co-workers					
Low	49	12.4[a]	3.56		
Medium	35	14.3[b]	4.03	3.14	.0479
High	36	17.5[c]	3.12		
Freedom from Stress (K)					
Low	42	12.2[a]	3.52		
Medium	51	14.7[b]	3.72	5.38	.0061
High	27	17.7[c]	3.72		
Relationship with (L) Supervisors					
Low	40	10.8[a]	3.17		
Medium	44	15.0[b]	2.86	10.64	.0001
High	36	17.9[c]	3.22		
		Interactions			
		J x K		0.73	.5721
		J x L		1.03	.3976
		K x L		0.50	.7367
		J x K x L		0.75	.6310

(continued)

Table 4 (continued)

Variable	n	M*	S	F value	p value
		Support for Innovation			
Relationship with (J) Co-workers					
Low	50	11.7	3.31		
Medium	36	13.3	3.34	0.55	.5805
High	36	15.5	3.26		
Freedom from Stress (K)					
Low	43	12.1	3.40		
Medium	52	13.2	3.14	0.13	.8765
High	27	15.3	4.11		
Relationship with (L) Supervisors					
Low	41	10.6	3.42		
Medium	45	14.0[b]	2.25	11.25	.0001
High	36	15.6[b]	3.38		
		Interactions			
		J x K		0.38	.8226
		J x L		0.72	.5822
		K x L		1.16	.3320
		J x K x L		0.52	.8170

*The larger the value the greater the reported job satisfaction.
[abc]Difference statistically significant at the .05 level according to Bonferroni (Dunn) t test for means.

Seventeen of the 91 p values were statistically significant at the .05 level; therefore, the null hypotheses for these comparisons were rejected. Fourteen of the 17 statistically significant comparisons were for main effects. The statistically significant main effects were as follows:

1. relationship with supervisors for the dependent variable The Work Itself;
2. relationship with co-workers for the dependent variable Working Conditions;
3. relationship with supervisors for the dependent variable Freedom from Stress;
4. relationship with supervisors for the dependent variable Top Leadership;
5. relationship with co-workers for the dependent variable Pay;
6. relationship with supervisors for the dependent variable Pay;
7. relationship with co-workers for the dependent variable Benefits;
8. relationship with co-workers for the dependent variable Promotional Opportunities;
9. relationship with supervisors for the dependent variable Promotional Opportunities;
10. relationship with supervisors for the dependent variable Feedback and Communications;

11. relationship with co-workers for the dependent variable Organizational Planning;

12. freedom from stress for the dependent variable Organizational Planning;

13. relationship with supervisors for the dependent variable Organizational Planning; and

14. relationship with supervisors for the dependent variable Support for Innovation.

The information cited in Table 4 pertaining to main effects indicated the following:

1. correctional officers with high satisfaction for relationship with supervisors reported the highest job satisfaction for The Work Itself;

2. correctional officers with high and medium satisfaction for relationship with co-workers reported a greater satisfaction with Working Conditions than those with low satisfaction for relationship with co-workers;

3. correctional officers with high job satisfaction for relationship with supervisors reported highest satisfaction for Freedom from Stress;

4. correctional officers with high satisfaction for relationship with supervisors reported higher job satisfaction for Top Leadership;

5. correctional officers with low satisfaction for

relationship with co-workers reported lowest job satisfaction for Pay;

6. correctional officers with low satisfaction for relationship with supervisors reported the lowest job satisfaction with Pay;

7. correctional officers with high job satisfaction for relationship with co-workers reported higher job satisfaction for Benefits than those with low job satisfaction for relationship with co-workers;

8. correctional officers with high job satisfaction for relationship with co-workers reported the highest job satisfaction for Promotional Opportunities;

9. correctional officers with high job satisfaction for relationship with supervisors reported the highest job satisfaction for Promotional Opportunities;

10. correctional officers with high job satisfaction for relationship with supervisors reported the highest job satisfaction for Feedback and Communications;

11. correctional officers with high job satisfaction for relationship with co-workers reported the highest job satisfaction for Organizational Planning;

12. correctional officers with high job satisfaction for freedom from stress reported the highest job satisfaction for Organizational Planning;

13. correctional officers with high job satisfaction for relationship with supervisors reported the highest job satisfaction for Organizational Planning; and

14. correctional officers low in job satisfaction for relationship with supervisors reported the lowest job satisfaction for Support for Innovation.

Three of the 17 statistically significant comparisons were for interactions. The following interactions were statistically significant:

1. relationship with co-workers and Freedom from Stress for the dependent variable Pay;

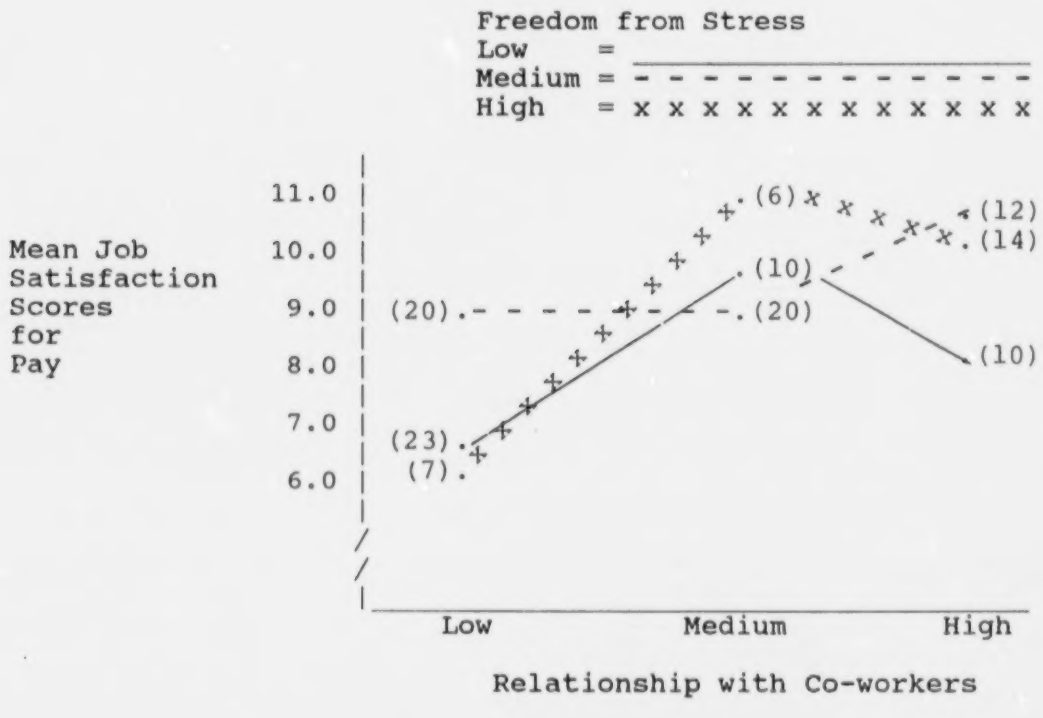
2. relationship with co-workers and relationship with supervisors for the dependent variable Pay; and

3. freedom from stress and relationship with co-workers for the dependent variable Benefits.

The interaction between relationship with co-workers and freedom from stress with the dependent variable Pay was depicted in a profile plot. Figure 6 contains mean job satisfaction scores for Pay and curves for freedom from stress.

Figure 6

Interaction Between Relationship with Co-Workers and Freedom from Stress with the Dependent Variable Pay



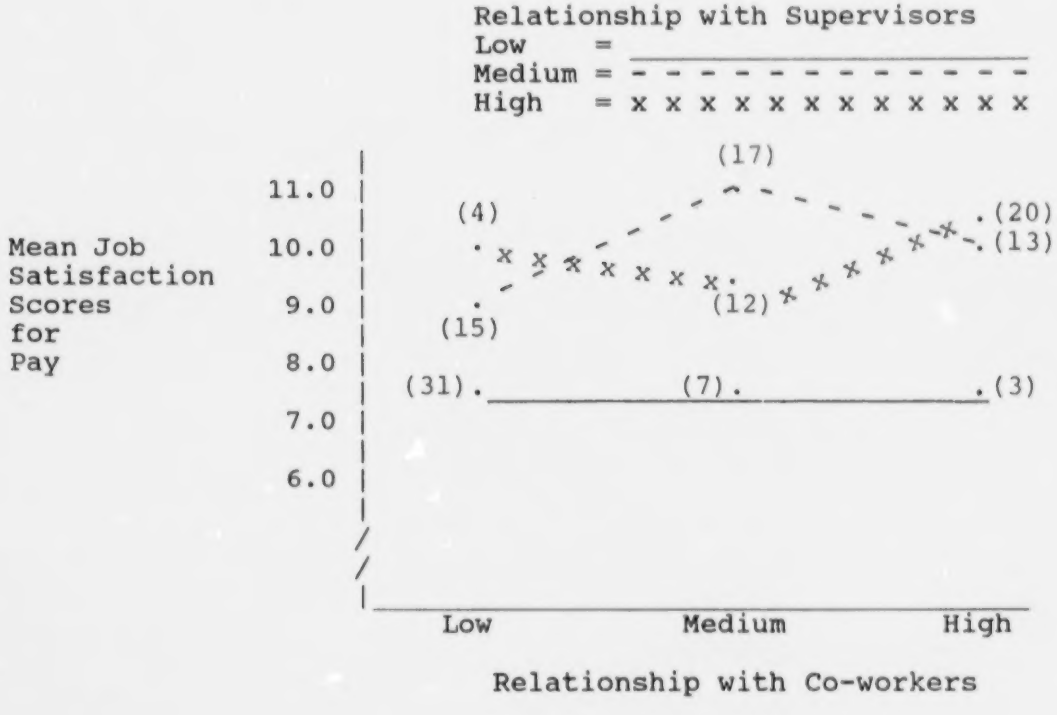
The interaction between relationship with co-workers and freedom from stress with the dependent variable Pay was disordinal. The results cited in Figure 6 indicated the following: individuals high in job satisfaction for freedom from stress and medium in job satisfaction for relationship with co-workers reported numerically the greatest job satisfaction with Pay, and individuals high in job

satisfaction for freedom from stress and low in job satisfaction for relationship with the co-workers reported the lowest job satisfaction with Pay.

The interaction between relationship with co-workers and relationship with supervisors for the dependent variable Pay was depicted in a profile plot. Figure 7 contains mean job satisfaction scores for Pay and curves for relationship with supervisors.

Figure 7

Interaction Between Relationship with Co-workers and Relationship with Supervisors for the Dependent Variable Pay

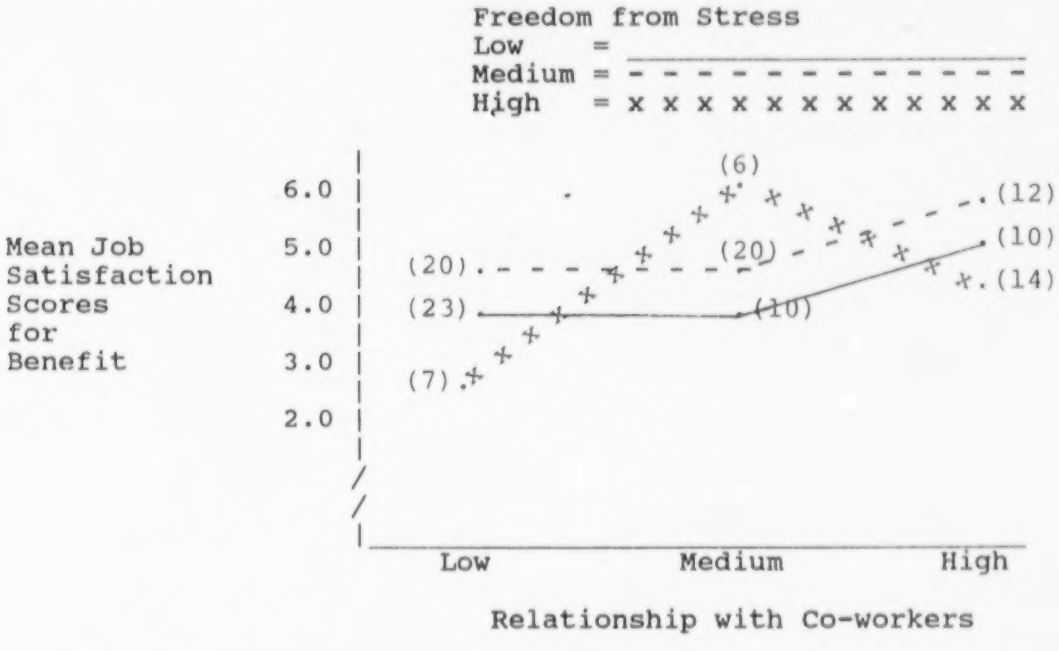


The interactions between relationship with co-workers and relationship with supervisors was disordinal. The information cited in Figure 7 indicated the following: individuals with medium job satisfaction for relationship with supervisors and medium job satisfaction for relationship with co-workers reported the highest job satisfaction for Pay, and those with low job satisfaction for relationship with supervisors reported the lowest job satisfaction with Pay regardless of level of job satisfaction with co-workers.

The interaction between freedom from stress and relationship with co-workers for the dependent variable Benefits was depicted in a profile plot. Figure 8 contains mean job satisfaction scores for benefits and curves for freedom from stress.

Figure 8

Interaction Between Freedom from Stress and Relationship with Co-workers for the Dependent Variable Benefits



The interaction between freedom from stress and relationship with co-workers was disordinal. Information cited in Figure 8 indicated the following: individuals with high job satisfaction for freedom from stress and medium job satisfaction for relationship with co-workers reported numerically the highest job satisfaction scores, and those individuals with high job satisfaction for freedom from stress and low job satisfaction for relationship with co-workers reported the lowest job satisfaction for Benefits.

Discussion

The purpose of the researcher was to investigate job satisfaction in correctional officers. The sample consisted of 122 correctional officers employed in both rural and urban prison locations for the State of Kansas, Department of Corrections. The 12 independent variables researched were age, gender, salary, level of formal education, marital status, race, years employed as a correctional officer, designated rank, location of prison, relationship with co-workers, freedom from stress, and relationship with supervisors. The dependent variables were the scores of the 13 sub-scales from the Campbell Organizational Survey. The 13 dependent variables were The Work Itself, Working Conditions, Freedom from Stress, Co-Workers, Supervision, Top Leadership, Pay, Benefits, Job Security, Promotional Opportunities, Feedback and Communications, Organizational Planning, and Support for Innovation.

Four null composite hypotheses were tested at the .05 level employing a three-way analysis of variance. A total of 339 comparisons were made. Of the 339 comparisons, 156 were main effects and 183 were interactions. Of the 156 main effects, 19 were statistically significant at the .05 level. The following main effects were statistically significant:

1. years employed for the dependent variable Pay;

2. location of prison for the dependent variable Pay;

3. location of prison for the dependent variable Benefits;

4. designated rank for the dependent variable Benefits;

5. designated rank for the dependent variable Support for Innovation;

6. relationship with supervisors for the dependent variable The Work Itself;

7. relationship with co-workers for the dependent variable Working Conditions;

8. relationship with supervisors for the dependent variable Freedom from Stress;

9. relationship with supervisors for the dependent variable Top Leadership;

10. relationship with co-workers for the dependent variable Pay;

11. relationship with supervisors for the dependent variable Pay;

12. relationship with co-workers for the dependent variable Benefits;

13. relationship with co-workers for the dependent variable Promotional Opportunities;

14. relationship with supervisors for the dependent variable Promotional Opportunities;

15. relationship with supervisors for the dependent variable Feedback and Communications;

16. relationship with co-workers for the dependent variable Organizational Planning;

17. freedom from stress for the dependent variable Organizational Planning;

18. relationship with supervisors for the dependent variable Organizational Planning; and

19. relationship with supervisors for the dependent variable Support for Innovation.

Of the 183 interactions, 8 were statistically significant at the .05 level. The following interactions were statistically significant:

1. gender and salary for the dependent variable Pay;

2. gender and salary for the dependent variable Promotional Opportunities;

3. years employed and designated rank for the dependent variable The Work Itself;

4. years employed and location of the prison for the dependent variable The Work Itself;

5. years employed and location of the prison for the dependent variable Benefits;

6. relationship with co-workers and freedom from stress for the dependent variable Pay;

7. relationship with co-workers and relationship with supervisors for the dependent variable Pay; and

8. freedom from stress and relationship with co-workers for the dependent variable Benefits.

The related literature was prolific in regards to levels of formal education and reported job satisfaction. The majority of correctional officers in the present research had a high school diploma. The next highest educational category out of the five levels researched was the associate degree. The present researcher found no statistically significant associations at the .05 level between levels of formal education and job satisfaction. The correctional officers are expected to be trained professionals when it comes to dealing with a population where deviant behavior becomes the norm. Craddick et al. (cited by Poole et al., 1980) contended that higher standards of educational achievement would place the correctional officer on the same level as the professional treatment staff employed by the prisons. Jurik et al. (1987) reported no associations between levels of formal education and job satisfaction. The results of the present study supported the finding of Jurik et al.

Toch et al. (1980) made the assertion through their research that officers nearing middle age and beyond had average concern when it came to job enrichment. Evidence from this research indicated statistically significant associations to refute this statement. Lieutenants and Captains reported higher job satisfaction regardless of years employed in regards to The Work Itself, Promotional Opportunities, and Support for Innovation. These three sub-scales were concerned with job diversity, advancement, and nuturance of new ideas and innovative alternatives. This indication substantiates some of the earlier research by Talarico et al. (1982) that years employed in law enforcement work had a positive correlation coefficient with job satisfaction. Toch et al. (1980) also asserted that younger officers tend to have little desire for job enrichment. The majority of correctional officers in the present research varied from the age of 26 to 35 years old, and the prominent level of years of employment was 1 to 5 years. Correctional officers in the present study with the rank of corporal regardless of years employed had the least amount of job satisfaction with the dependent variable The Work Itself. The results of the present study tended to support the findings of Toch et al.

Freedom from stress had statistically significant interactions with the dependent variables Pay and Benefits.

Blau et al. (1986) asserted that stressful working conditions can be attributed to individual emotional perceptions and the general environment of the prison. The research results indicated a significant main effect at the .05 level of Freedom from Stress and the dependent variable Organizational Planning. Correctional officers highest in Freedom from Stress reported the greatest job satisfaction. Research conducted by Blau et al. (1986) can have far reaching implications. An institution that has poor organizational planning will most likely experience the crisis syndrome. Instead of planning ahead and having a definite objective in mind, the personnel will go from crisis to crisis with no apparent plan of operations in mind. The results of the present research indicated confidence among correctional officers in the overall organizational structure of the Department of Corrections, State of Kansas, in regards to Organizational Planning, Pay, and Benefits.

There were no statistically significant associations between marital status, race, and any dependent variables. The independent variable marital status was definitely dominated by the married category. There were 87 married correctional officers represented in this study. Twenty-one were single and 14 were divorced or separated.

It should also be noted that only 10 non-white officers responded to the survey. This researcher anticipated a

better response rate from the urban correctional facilities located in Hutchinson and Lansing. The majority of the sample was caucasian correctional officers.

Toch and Grant (1982) (cited by Blau et al., 1986) noted empirical evidence that the location of the prison affected job satisfaction. This contention was supported by the results of the present research. Correctional officers from rural prisons reported greater job satisfaction with the dependent variables Pay and Benefits. Those correctional officers employed in rural prisons (Ellsworth and Norton) for 5 years or less reported the highest levels of job satisfaction for the dependent variables The Work Itself and Benefits. In contrast, those correctional officers employed 6 to 10 years in urban prisons (Hutchinson and Lansing) reported the least amount of job satisfaction with the dependent variable The Work Itself, and those with 5 years or less of employment in the urban prisons reported the least satisfaction with the dependent variable Benefits. This research, in regards to correctional officers working in urban prison locations substantiated the results of research reported by Toch et al. (1980) who verified that correctional officers from urban areas tended to be more cynical and alienated than their rural counterparts. According to the present results, those correctional officers with 6 to 10 years of employment experience tended

to be more cynical of their job in the urban prison locations. However, it should be noted that this researcher found statistically significant associations that indicated correctional officers with 5 years or less of employment, regardless of the location of the prison reported the highest job satisfaction.

This researcher found significant statistical interactions for gender and salary and the dependent variables Pay and Promotional Opportunities. Females whose salary ranged from $15,000 to $17,999 and $24,000 to $26,999 expressed the highest job satisfaction for the dependent variables Pay and Promotional Opportunities. Females with salaries from $21,000 to $23,999 and $27,000 to $39,999 expressed the least job satisfaction for the dependent variable Pay. Females with salaries from $21,000 to $23,999 reported the least job satisfaction for the dependent variable Promotional Opportunities. In contrast to this research concerning gender and the dependent variable Pay and Promotional Opportunities males regardless of salary had approximately the same level of job satisfaction for Pay. Males with salary ranges from $21,000 to $23,999 and $27,000 to $39,999 reported the highest level of job satisfaction for the dependent variable Promotional Opportunities.

The evidence from this research appeared to indicate major fluctuations among males and females concerning the dependent variables Pay and Promotional Opportunities. Campbell, Converse, and Rodgers (cited by D'Arcy et al., 1984) asserted that male/female ratings of job satisfaction were based on differential aspirations and assessments of the job situation. In fact, Murray and Atkinson in a 1981 Canadian national job satisfaction survey (cited by D'Arcy et al., 1984) found evidence that when hours worked and income were held constant, females expressed greater job satisfaction than males. If the job conditions were not held constant, the ratings between males and females were similar.

The current research appeared to indicate that males regardless of pay had high job satisfaction but little incentive for promotion until that salary reached a designated level. Females appeared to have high job satisfaction for the dependent variables Pay and Promotional Opportunities at the onset of their initial employment but decreased in job satisfaction as their salary and responsibilities increased. D'Arcy et al. (1984) contended that females had a tendency not to expect or aspire to jobs where opportunity, autonomy, or pressure was prevalent.

The present study supported much of the related literature. However, adequate research concerning some of

the variables, whether they were independent or dependent, was lacking in the related literature. This researcher attempted to conduct research that would be beneficial to correctional personnel in assessment and evaluation of their current organizational structure. Due to the massive amount of data collected, future researchers could conduct studies based on the Campbell Organizational Survey. By utilizing fewer variables a researcher could focus on specified areas that might be of special interest to correctional personnel in a specific correctional facility or the overall department.

The results of the present study appeared to support the following generalizations:

1. correctional officers with 5 or less years of employment and more than 10 years reported greater job satisfaction with Pay, than correctional officers with 6 to 10 years of employment;

2. correctional officers from rural prison locations reported greater job satisfaction with Pay;

3. correctional officers from rural prison locations reported greater job satisfaction with benefits;

4. lieutenants and captains reported greater job satisfaction for Promotional Opportunities than staff sergeants;

5. lieutenants and captains reported greater job satisfaction for Support for Innovation than corporals and staff sergeants;

6. correctional officers with high satisfaction for relationship with supervisors reported the highest job satisfaction with The Work Itself;

7. correctional officers with high and medium job satisfaction for relationship with co-workers reported a greater satisfaction with Working Conditions than those with low job satisfaction for relationship with co-workers;

8. correctional officers with high job satisfaction for relationship with supervisors reported the highest satisfaction for Freedom from Stress;

9. correctional officers with high job satisfaction for relationship with supervisors reported higher job satisfaction for Top Leadership;

10. correctional officers with low job satisfaction for relationship with co-workers reported the lowest job satisfaction for Pay;

11. correctional officers with low job satisfaction for relationship with supervisors reported the lowest job satisfaction with Pay;

12. correctional officers with high job satisfaction for relationship with co-workers reported higher job

satisfaction for Benefits than those with low job satisfaction for relationship with co-workers;

13. correctional officers with high job satisfaction for relationship with co-workers reported the highest job satisfaction for Promotional Opportunities;

14. correctional officers with high job satisfaction for relationship with supervisors reported the highest job satisfaction for Promotional Opportunities;

15. correctional officers with high job satisfaction for relationship with supervisors reported the highest job satisfaction for Feedback and Communications;

16. correctional officers with high job satisfaction for relationship with co-workers reported the highest job satisfaction for Organizational Planning;

17. correctional officers with high job satisfaction for freedom from stress reported the highest job satisfaction for Organizational Planning;

18. correctional officers with high job satisfaction for relationship with supervisors reported the highest job satisfaction for Organizational Planning;

19. correctional officers low in job satisfaction for relationship with supervisors reported the lowest job satisfaction of Support for Innovation.

20. significant interactions for gender and salary and the dependent variable Pay; gender and salary for the

dependent variable Promotional Opportunities; years employed and designated rank for the dependent variable The Work Itself; years employed and location of the prison for the dependent variable The Work Itself; years employed and location of the prison for the dependent variable Benefits; relationship with co-workers and freedom from stress for the dependent variable Pay; relationship with co-workers and relationship with supervisors for the dependent variable Pay; and freedom from stress and relationship with co-workers for the dependable variable Benefits.

The results of the present study appeared to support the following recommendations:

1. that the study be replicated with a large random sample;

2. that the study be replicated for correctional officers working in prisons other than the State of Kansas;

3. that the study be replicated with a greater percentage of females;

4. that the study be replicated with a larger portion of minority correctional officers represented;

5. that the study be replicated utilizing fewer independent and dependent variables studied in greater detail; and

6. that the Department of Corrections consider utilizing the Campbell Organizational Survey as a viable

instrument measuring job satisfaction in their training sessions for departmental personnel.

References

Blau, J. R., Light, S. C., & Chamlin, M. (1986). Individual and contextual effects on stress and job satisfaction: A study of prison staff. Work and Occupations, 13(1), 131-156.

Burris, V. (1983). The social and political consequences of overeducation. American Sociological Review, 48, 455-467.

Campbell, D. P. (1990). Manual for the Campbell Organizational Survey. Greensboro, NC: Center for Creative Leadership.

Chronicle Guidance publications. 1990. Guards and Correction Officers. Dictionary of Occupational Titles. (4th Ed.). Moravia, NY.

D'Arcy, C., Syrotuik, J., & Siddique, C. M. (1984). Perceived job attributes, job satisfaction, and psychological distress: A comparison of working men and women. Human Relations, 57(8), 603-611.

Fullerton, H. N. (1980). The 1995 labor force: A first look. Monthly Labor Review, 103, 11-21.

Glenn, N. D., & Weaver, C. N. (1982). Further evidence on education and job satisfaction. Social Forces, 61, 46-55.

Gould, S. (1979). Age, job complexity, satisfaction, and performance. Journal of Vocational Behavior, 14, 209-223.

Gruenberg, B. (1980). The happy worker: An analysis of educational and occupational differences in determinants of job satisfaction. American Journal of Sociology, 86, 247-271.

Hulin, C. L., & Smith, P. C. (1965). A linear model of job satisfaction. Journal of Applied Psychology, 49(3), 209-216.

Jurik, N. C., Halemba, G. J., Musheno, M. C., & Boyle, B. V. (1987). Educational attainment, job satisfaction, and the professionalization of correctional officers. Work and Occupations, 14(1), 106-125.

Laviana, H. (1990, April 29). Inside looking out: One day inside Kansas' changing, pressured prison system. The Wichita Eagle, p. 1J.

McMillan, J. H., & Schumacher, S. (1989). Research in Education: A conceptual introduction. (2nd ed.). Glenview, IL, & London, England: Scott, Foresman, & Company.

National Advisory Commission on Criminal Justice Standards and Goals. (1973). Corrections. Washington, D.C.: U.S. Government Printing Office.

Poole, E. D., & Regoli, R. M. (1980). Examining the impact of professionalism on cynicism, role conflict, and work alienation among prison guards. Criminal Justice Review, 5(2), 57-65.

Presidents Commission on Law Enforcement and Administration of Justice. (1967). Task Force Report on Corrections. Washington, D.C.: U.S. Government Printing Office.

Talarico, S. M., & Swanson, C. R. (1982). Police perceptions and job satisfaction. Work and Occupations, 9(1), 59-75.

Toch, H., & Klofas, J. (1980). Alienation and desire for job enrichment among correction officers. Federal Probation, 46, 35-44.

Appendix A

Instructions to Subjects

Instructions

My name is Ron Diehl. I am currently completing a thesis for a Master's in Counseling at Fort Hays State University, Hays, Kansas.

You will be given a packet containing a Demographic Questionnaire, and the Campbell Organizational Survey. The information requested by each instrument will be kept confidential and procured on a voluntary basis. Since no names are required on the two instruments, each participant will be assured that they will remain anonymous. This information will not be subject to institutional review and will be utilized only for research purposes.

Please fill out the demographic questionnaire first and complete only those items that pertain to you. Next, complete the 44 questions on the Campbell Organizational Survey. There are no right or wrong answers. Answer each question with your first impression. Please leave no questions blank. If you are unable to complete the designated research material at this time, please turn in the completed forms as soon as possible to the institutional research coordinator so he/she can forward this information to the researcher.

I appreciate your cooperation and assistance in this research project.

Appendix B

Demographic Questionnaire

DEMOGRAPHIC QUESTIONNAIRE

Please complete with the appropriate response:

1. Designated Rank: _____

2. Age: (check one)

_____18-25 years _____36-45 years

_____26-35 years _____46-Up

3. Gender: (check one)

_____Male _____Female

4. Marital Status: (check one)

_____Single _____Married _____Divorced or Separated

5. Race: (check one)

_____Caucasian _____Hispanic

_____Black _____Other (describe)

6. Level of formal education: (check one)

_____Did not complete high school

_____GED

_____High School

_____Vocational or Trade

(designate number of years attended)

_____Associate Degree

_____Four-year College Degree

_____Graduate Degree

_____Other (describe)

(continued)

7. Years employed as a correctional officer: (check one)

_____less than 1 year

_____1-5 years

_____6-10 years

_____more than 10 years

8. Salary: (check one)

_____$15,000 - $17,999

_____$18,000 - $20,999

_____$21,000 - $23,999

_____$24,000 - $26,999

_____$27,000 - $29,999

_____$30,000 - $39,999

_____$40,000 - $49,999

_____$50,000 - Up

Appendix C

Initial Letter to Department of Corrections

Requesting to Conduct Study

KANSAS DEPARTMENT OF CORRECTIONS

INTERDEPARTMENTAL MEMORANDUM

DATE: May 15, 1991

TO: Ken Shirley, Research Analyst

FROM: Dick Koerner, Deputy Secretary
Division of Facility Management

SUBJECT: Research Proposal by Ron J. Diehl

Attached please find a research proposal submitted by Ron J. Diehl, a graduate student at Fort Hays Kansas State University. I'm forwarding to you for normal processing in accordance with IMPP 06-101.

Diehl contacted me a few weeks ago and briefly discussed the proposal. He is on a rather short timetable. I explained that the requirements of IMPP 06-101 could not be waived but that I would do what I could to expedite the review/approval process.

I have reviewed the proposal and feel it has merit. I think research of this type could be of some use to the Department in our staff recruitment and retention program. I'm anxious to see/hear Judy Rickerson's assessment.

I see only one major problem; that being the proposed participating facilities ability to assemble the "convenience sample." Diehl proposes to have staff who volunteer to complete a questionnaire at "early morning" roll call. I don't think a 10-15 minute roll call will be sufficient time, even if all facilities had a roll call. Perhaps the wardens of participating facilities can/will offer suggestions. I suppose an alternative would be to collect the data from an in session training class but even this presents at least two problems: 1) will there be a training class in session within the short time frame Diehl is working with; and 2) if there is a class in session what is its composition (i.e. basic class with all new officers or annual class consisting of "experienced" staff only).

Please process this request as expeditiously as possible.

RDK:afc

cc: Executive Staff

RECEIVED
MAY 16 1991
FISCAL

Equal Opportunity Employer

Appendix D

Correspondence with Research Analyst

213 Pershing Court
Hays, Kansas 67601
(913) 625-8804
May 28, 1991

Mr. Ken Shirley
Department of Correction
Landon State Office Building
4th Floor, 900 S.W. Jackson
Topeka, KS 66612-1284

Dear Mr. Shirley:

Thank you for the prompt reply in regards to my research project. I trust that this research project will be beneficial to the Department of Correction. Enclosed you will find the requested Access Request and Non-Disclosure Agreement form. I have also included a tentative instruction sheet. Please feel free to edit at your discretion if these instructions do not meet your specifications.

I have taken the liberty, after our phone conversation of 5/28/91, to contact Mr. Todd Britton, Administrative officer, at the Ellsworth Correctional Facility, in regards to anticipated commencement of my research project. The Ellsworth facility will be utilized as the first institution in assessment of my testing procedures. Mr. Britton will act as the institutional research coordinator and liaison with the staff.

I sincerely appreciate all the cooperation and assistance contributed by you and your colleagues at the central office. I will be looking forward to the official go ahead word from the central office in order to commence the research project.

Sincerely,

Ron J. Diehl

Ron J. Diehl

Enclosures: rjd

Appendix E

Access Request and Non-Disclosure Agreement

Attachment A, IMPP 06-101
Effective 4-23-90

ACCESS REQUEST AND NON-DISCLOSURE AGREEMENT
FOR INFORMATION PERTAINING TO
INMATES IN THE KANSAS CORRECTIONAL SYSTEM

This agreement sets forth conditions under which access to selected inmate inform
be provided by the Kansas Department of Corrections to [illegible]
[illegible], hereinafter called Reques

1. Information Requested:

[illegible]

2. Requestor requests this information ( ) on a continuing basis
(X) on a one-time basis

3. The purpose for which information requested is: (check one)

( ) To implement a statute or executive order that expressly refers to crimin
and contains requirements and/or exclusions expressly based upon such cond
citation:

( ) To carry out a contract or agreement to provide services required
administration or justice. (Attach agreement)

(X) To conduct research, evaluative, or statistical activities.

( ) To implement a state or federal statute or executive order to conduct inve
determining employment suitability or eligibility for security clearances
access to classified information pursuant to a state or federal statute or
order. Give citation:

( ) To exercise authority granted by court order or rule. (Attach order if av

( ) Other purpose, as described below or in attachment.

4. Requestor agrees to limit the use of any received information to the purpose
it was provided and to destroy the information when it is no longer needed
purposes for which it was provided.

5. Requestor agrees that the only persons allowed access to any received inform
(please specify) and to not disseminate the information to any other agency

Requestor:

Name [illegible]

Agency & Title [illegible]

Signature [illegible] Date [illegible]

Kansas Department of Corrections:

Name [illegible]

Title [illegible]

Signature [illegible] Date [illegible]

BEST COPY AVAILABLE

Appendix F

Letter Approving Research Project

STATE OF KANSAS

DEPARTMENT OF CORRECTIONS
OFFICE OF THE SECRETARY
Landon State Office Building
900 S.W. Jackson—Suite 400-N
Topeka, Kansas 66612-1284
913) 296-3317

Joan Finney
Governor

Steven J. Davies, Ph.D.
Secretary

June 6, 1991

Ron J. Diehl
213 Pershing Court
Hays, KS 67601

Dear Mr. Diehl:

The purpose of this letter is to inform you that your research project, "Job Satisfaction in Correctional Officers," has been approved. However, Dick Koerner, Deputy Secretary of Corrections, one of the reviewers of the proposal, has identified a concern regarding the logistics of administering the questionnaires. A copy of Deputy Koerner's May 15, 1991 memo outlining this concern is attached. Another reviewer noted a concern regarding the proposed sampling technique. Steps should be taken to avoid sampling bias (i.e., over-representation of those corrections officers who have strong feelings in either direction, positive or negative, and are thus motivated to volunteer to complete the questionnaires on job satisfaction). Please address these issues prior to beginning the data collection phase of the study.

The wardens of the affected facilities have been sent a copy of this approval letter. You should contact them directly to make arrangements to begin the research.

The Department of Corrections is interested in the results of your research. We look forward to receiving the required progress reports as well as a copy of the final report on the study. If we can assist further, please feel free to contact us again.

Sincerely,

Steven J. Davies

Steven J. Davies, Ph.D.
Secretary of Corrections

SJD:KWS:dh
Attachment
cc: Warden Roberts, LCF
Warden Hannigan, HCF
Warden Harrison, ECF
Warden Bruce, NCF
Dick Koerner, Deputy Secretary of Corrections
Division of Facility Management - Eastern Region
Dave McKune, Deputy Secretary of Corrections
Division of Program Management